



# **Liberty Hill Foundation**

## **Capacity Building for Minority-Led and Minority-Serving Organizations**

**Final Evaluation Report  
August 2011**

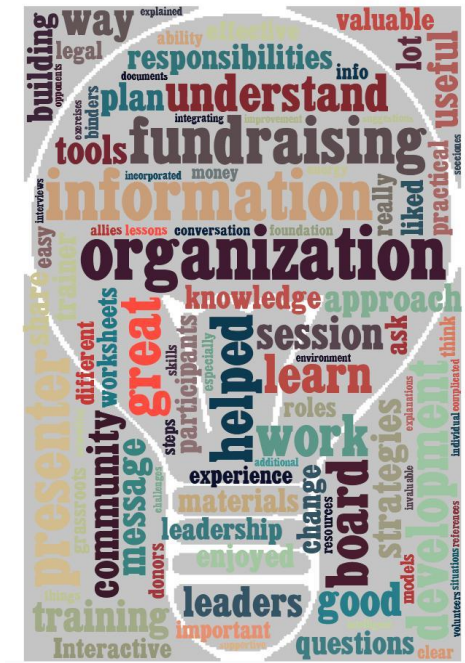
**Prepared for  
The California Wellness Foundation  
& the Weingart Foundation**

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# Executive Summary

**M**inority-led and minority-serving organizations play a crucial role in addressing a spectrum of challenges faced by low-income communities. Nonetheless many of these organizations have fragile organizational structures that inhibit their abilities to fully realize their missions and their impacts on the communities they serve. They are also less likely to be funded by larger foundations and, consequently, continue to struggle with limited resources and capacity. In an effort to address this issue, The California Wellness Foundation (TCWF) and the Weingart Foundation (Weingart) each gave a two-year, \$1 million grant to Liberty Hill Foundation (LHF) to support capacity-building efforts for health and human service organizations serving primarily ethnic minority populations. The funders were specifically targeting organizations that address the health and well-being of ethnic minority populations in Los Angeles County with annual operating budgets of \$2 million or less. To qualify for funding, an organization had to be minority-led (defined as the CEO being a minority, or at least 50% of the board, or at least 50% of the staff being minorities) and minority-serving (defined as 50% or more of the target population consisting of minorities).



LHF has a long and respected track record of supporting minority-led and minority-serving organizations, but prior to the TCWF and Weingart grants, LHF had no formal capacity-building program. The grants from TCWF and Weingart created the opportunity to research, plan, pilot and officially launch LHF's Capacity Building Initiative, which combines grants for general operating support with comprehensive packages of training, assessments, peer learning and coaching. Through the ongoing use of evaluation data and participants' feedback, LHF staff continually assessed and refined its approach, providing a rich opportunity to develop effective strategies for building the capacity of small, minority-led organizations.

This report was prepared by Harder+Company Community Research (Harder+Company), which was awarded a grant from TCWF in 2009 to evaluate the grants from TCWF and Weingart to LHF. Understanding that organizational capacity building is a long-term process, the evaluation primarily focused on the development and implementation of LHF's Capacity Building Initiative and its impact on grantee organizations. The evaluation team assessed short-term outcomes, such as skill development, knowledge acquisition and changes in practice, as well as the extent to which grantees made progress toward their capacity-building objectives. The funders were interested in two main areas of inquiry, which frame this report:

- **Impact on Liberty Hill Foundation:** What outreach strategies were used for LHF's Capacity Building Initiative? What was the composition of the grantee pool and how were the grantees selected? How did TCWF and Weingart's funding affect LHF's ability to provide capacity building services and technical assistance to grantees? What lessons were learned and what adjustments were made to improve the Capacity Building Initiative?
- **Impact on Grantees:** How did TCWF's and Weingart's funding impact the effectiveness of the grantees' programs and organizations? What types of capacity-building activities were requested and undertaken by grantees? What progress did they make in addressing their capacity-building goals? What were the grantees' experiences with the technical assistance providers and methods? What barriers were encountered, and what strategies were used to overcome them? How did the current economic context affect LHF's grantmaking program and the participants' abilities to achieve their capacity-building objectives?

This report seeks to answer these questions, describe the evolution of LHF's Capacity Building Initiative, and share insights on effective strategies for increasing organizational and leadership capabilities of small, minority-led organizations. Key findings are highlighted in this summary and further detailed in the full report.

## Impact on Liberty Hill Foundation

According to LHF, the Capacity Building Initiative would not have been possible without the funding and commitment from TCWF and Weingart. This crucial investment allowed LHF to develop a more intentional and sophisticated approach to its capacity-building efforts — efforts that were informed by a thoughtful planning process and research on best practices and emerging trends in the field. In an effort to complement grants for general operating support, LHF launched the Wally Marks Leadership Institute for Change (Leadership Institute) in 2010, offering an integrated package of intensive training, assessments, peer learning and tailored coaching. The Leadership Institute represented LHF's attempt to take its capacity-building efforts to the "next level." The evaluation findings clearly suggest that the infusion of general operating support grants, coupled with organizational assessments, intensive training, peer learning and customized coaching has had positive impacts on the capacity-building efforts of LHF's grantees.

In addition to developing the Leadership Institute, LHF also made important modifications to its grantmaking practices and outreach strategies. By the second year of the Capacity Building Initiative, LHF became more intentional in requiring grantees to articulate specific capacity-building objectives in their grant proposals and encouraged grantees to develop capacity-building work plans. They also began to use tools to assess grantees' readiness and capacity-building needs, as well as evaluative tools to assess grantees' progress and satisfaction with trainings. Through careful planning, coordination and partnerships with trainers, coaches and the evaluation team, LHF staff members honed their own skills, expertise and capacity to orchestrate a more integrated and comprehensive approach to capacity building for minority-led and minority-serving organizations.

During the two-year grant period, LHF was successful in targeting and reaching a wide range of minority-led and minority-serving organizations. Highlights include:

- + **Reaching a broad range of organizations:** In the 2-year period, LHF re-granted a total of \$1,479,500 to 42 agencies who received 66 grants ranging from \$10,000 to \$40,000.
- + **Supporting minority-led organizations:** Of the 42 grantees, 93% were headed by African American, Latino or Asian Pacific Islanders.

- + **Supporting small, grassroots organizations:** LHF supported small and emerging organizations, with 58% of grantees having annual budgets of less than \$500,000 each.
- + **Reaching new grantees and service providers:** Approximately 24% of grantees received funding from LHF for the first time under this initiative.

## Impact on Grantees

Among the 42 organizations that received funding during the two-year period, grants for general operating support were used to achieve an array of capacity-building objectives.<sup>1</sup> Most organizations invested in programs, outreach and education, while others used funds to enhance or create data systems, engage in strategic planning, develop funding plans and participate in board leadership activities. Common barriers to capacity building included the economic downturn, limited staffing and competing organizational priorities. However, as one grantee noted, the grants not only gave them the financial resources and time to pursue capacity-building goals but also provided “... clarity into the direction we want to go and how to stabilize our infrastructure to do so.”

The majority of grantees (79%) also participated in the Leadership Institute, a program that was developed by LHF to meet the needs of smaller grassroots organizations through intensive training, peer learning and coaching. Interviews and surveys with participating grantees revealed high levels of satisfaction and relevance, as well as skill development, knowledge acquisition and support in achieving capacity-building goals. Table 1 below highlights the major components of LHF’s Capacity Building Initiative, supported by funding from TCWF and Weingart.

*“The good thing about coaches and trainings was that they kept us motivated. Making change in an organization is hard, and it’s easy to give up and push it back to another day.”*

~ LHF Grantee

**Table 1: LHF’s Capacity Building Initiative**

Components	Components’ Descriptions
<b>General Operating Support Grants</b>	<b>Grants:</b> LHF made grants to 42 minority-led and minority-serving organizations that used funds to support general operational and program activities, as well as to fund strategic planning and fund development plans.
<b>The Wally Marks Leadership Institute for Change</b>  (“Leadership Institute”)	<b>Organizational Assessment:</b> 25 organizations (including executive staff and board members) completed a customized organizational assessment tool to identify organizational strengths and weaknesses.
	<b>Core Skills Training:</b> Intensive and interactive trainings in core skills were offered in board development, community organizing, communications and grassroots fundraising. A total of 33 organizations participated.
	<b>Individual Coaching:</b> To support their learning in the core skills trainings, LHF matched each organization with an organizational coach. Each organization received a range of 8 to 24 hours of coaching each year.
	<b>Networking and Peer Learning:</b> Participants had opportunities to network with other minority-serving community-based organizations and share their experiences with one another.

<sup>1</sup> A general operating support grant from LHF can be used to support any part of the grantee’s proposed budget. A grant is typically for one year and any restrictions are noted in the grant agreement, specifically restrictions on political intervention and lobbying activities.

## Promising Strategies and Lessons Learned

In addition to general operating support grants, promising strategies and lessons learned include:

- + **The Importance of Organizational Leaders:** The active involvement and commitment of organizational leaders is critical to the success of capacity-building efforts. Without the buy-in and commitment of organizational leaders, it is very difficult to implement change at the organizational level. In response to this lesson, LHF now requests the active participation of senior leaders and decisionmakers who have the ability to help institutionalize organizational change.
- + **Intensive and Continuous Learning Opportunities:** Organizational capacity building is a time-consuming and long-term process. During the two-year grant period, LHF tried to strike the right balance between intensive training sessions and the time burden on small organizations. It also sought to work closely with organizations for the “long haul.” Both LHF and grantees reported more progress and success after participating in at least two years of the Leadership Institute. LHF plans to promote longer-term partnerships with organizations as they continue to work on their capacity-building plans.
- + **The Importance of Organizational Readiness:** To help ensure maximum benefit from capacity-building grants, LHF was keenly interested in assessing a grantee’s readiness for organizational change. As part of the application process, LHF looked for indicators of readiness, including an awareness of organizational strengths and weaknesses, a willingness to plan and commit time to the process, and the right team to take ownership and champion capacity-building objectives within the organization. Through their experience with LHF – particularly the Leadership Institute – grantees increased their own awareness about the conditions that need to exist to make change happen.
- + **The Value of Organizational Assessment:** Both LHF and its grantees saw the value in using a standardized tool to assess an organization’s current capacities, discuss the results internally and prioritize areas for improvement. LHF and its grantees can continue to use the tool in the future to help monitor and assess change over time.
- + **Real-Time Learning and Skill Building:** LHF’s efforts to provide grantees with relevant skills, tools, and techniques are showing positive results. Grantees appear to have gotten more out of trainings that provided interactive and dynamic opportunities to apply lessons both in the classroom and back at their respective agencies. In addition, evaluation data and grantees’ feedback show that LHF’s commitment to continuous real-time learning resulted in program improvements and enhancements.
- + **The Benefit of Coaching and Technical Assistance:** Grantees and LHF echoed the benefits of coaches who helped grantees assess their priorities, stay on track and more readily translate learnings into organizational practice and change. During the two-year grant period, LHF also initiated a peer-learning community for coaches to enhance their ability to more effectively work with small, grassroots and minority-led organizations. Lastly, LHF learned the importance of giving grantees better guidelines for how to fully utilize and leverage the coaching experience.

*“They [LHF] have been extremely helpful and consistent. The training and coaching hours are consistent, so it gives us an opportunity to apply what we are learning.”*

*~ LHF Grantee*

# INTRODUCTION

*“Capacity building is the development of an organization’s core skills and capabilities, such as leadership, management, finance and fundraising, programs, and evaluation, in order to build the organization’s effectiveness and sustainability.”<sup>2</sup>*

~ Reflections on Capacity Building  
The California Wellness Foundation

## Background

In an effort to support the capacity-building needs of small minority-led and minority-serving organizations, The California Wellness Foundation (TCWF) and the Weingart Foundation (Weingart) each gave a two-year, \$1 million grant to Liberty Hill Foundation (LHF) in 2008. Specifically, the grants were intended to support capacity-building efforts for health and human service organizations serving primarily ethnic minority populations or organizations that advocate for policies to improve the health and well-being of ethnic minority populations in Los Angeles County. To qualify for funding, an organization had to be minority-led (defined as the CEO being a minority or at least 50% of the board, or at least 50% of the staff being minorities) and minority-serving (defined as 50% or more of the target population being minorities) with annual operating budgets of \$2 million or less.

Well known for its solid reputation and track record of working with grassroots organizations, LHF shared the funders’ commitment to help organizations “define, determine and develop the knowledge, skills, approach and resources to ensure sustainability and organizational effectiveness in meeting their missions.”<sup>3</sup> According to LHF staff, almost all of its grantees are both minority-led and minority-serving, making LHF an ideal partner in the effort to develop and support capacity-building efforts.

During the two-year period, 42 minority-led and minority-serving agencies received capacity-building grants ranging from \$10,000 to \$40,000 each.<sup>4</sup> These grants enabled organizations to conduct organizing activities, hire new staff, engage in strategic planning and support core operations. Most of these grantees (79%) also participated in intensive capacity-building trainings, peer-learning opportunities, organizational assessments and customized coaching sessions. Table 2 shows the agencies that participated in LHF’s Capacity Building Initiative.

### Capacity-Building for Minority-Led and Minority-Serving Organizations

*“Nonprofit organizations play a critical role in addressing the daily challenges facing minority and low-income communities and are often best-positioned to address the needs of these communities. However, too often organizations led by people of color face particular structural challenges that impede the development of these organizations into strong, nonprofit community institutions. These challenges include fragile organizational infrastructures and systems, which have resulted in limited capacity for grassroots, community-based organizations to effectively compete for funding from large foundations, as well as inadequate investment on the part of philanthropy in capacity-building activities targeting organizations led by ethnic minorities.”*

~ The California Wellness Foundation

<sup>2</sup> Progressive Strategies, “Reflections on Capacity Building.” The California Wellness Foundation, April 2001(2:2)

<sup>3</sup> LHF staff interview

<sup>4</sup> At LHF, the grants were distributed through three primary priority areas: Economic Justice, Environmental Justice, and LGBTQ Justice



## The Evolution of Capacity-Building Efforts at LHF

LHF's approach to capacity building was not well defined and developed prior to the grants from TCWF and Weingart (referred to in this report as the TCWF/Weingart grants). Prior to 2009, its capacity-building efforts focused primarily on providing general operating support grants to organizations.<sup>5</sup> It also provided funding for grantees' staff to participate in LHF-sponsored and external trainings, but the effectiveness of these activities, and the extent to which the grants *strengthened* organizational capacity, was largely unknown. Funding from TCWF and Weingart gave LHF the opportunity to go deeper and take its capacity-building efforts to the next level.

In 2008, LHF staff took a "step back," and sought to develop a more integrated and comprehensive approach to capacity building based on best practices and emerging trends in the field. LHF staff researched models, interviewed organizational development experts, talked to grantees and reviewed two years' worth of grantee surveys to glean information about capacity needs, how the economy was affecting local organizations and how LHF could help. This research and planning process resulted in changes and adaptations in a variety of areas and ultimately transformed its capacity-building offerings into the more comprehensive and integrated "Capacity Building Initiative."

The most significant change to LHF's capacity-building efforts, and the centerpiece of its Capacity Building Initiative, was the development of the Wally Marks Leadership Institute for Change (Leadership Institute).<sup>6</sup> The Leadership Institute represents a more intentional and planned approach to organizational capacity-building than what LHF had pursued in the past. Through the Leadership Institute, LHF intended to complement general operating support grants with a comprehensive combination of intensive skill-building trainings, peer

**Table 2.**  
**LHF's Capacity-Building Grantees (n=42)**

API Equality LA
A New Way of Life Reentry Project
Black Women for Wellness
Californians for Justice Education Fund
California Partnership
Centro Binacional para el Desarrollo Indígena Oaxaqueño
CLEAN Carwash Campaign
Clergy and Laity United for Economic Justice (CLUE-LA)
Coalition for Economic Survival
Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)
Community Asset Development Re-Defining Education (CADRE)
Communities for a Better Environment
East Yard Communities for Environmental Justice (EYCEJ)
Environmental Justice Coalition for Water (EJCW)
Figueroa Corridor Community Land Trust
Gender Justice LA
Housing Long Beach
InnerCity Struggle (ICS)
Khmer Girls in Action (KGA)
Korean Resource Center (KRC)
Koreatown Immigrant Workers Alliance
Latino Equality Alliance (LEA)
Los Angeles Black Worker Center
Los Angeles Community Action Network
Los Angeles Taxi Worker Alliance (LATWA)
Peace4Kids
People Organized for Westside Renewal (POWER)
Pico Youth and Family Center
Pilipino Workers Center (PWC)
Pomona Economic Opportunity Center (PEOC)
Progressive Jewish Alliance (PJA)
Save Los Angeles Parks Alliance
Sober Living Coalition
South Asian Network (Satrang/SAN)
Southern California Education Fund
Special Needs Network
Transgender Law Center
Union de Vecinos
Wage Justice Center
Westlake Community Design Center
Youth Justice Coalition

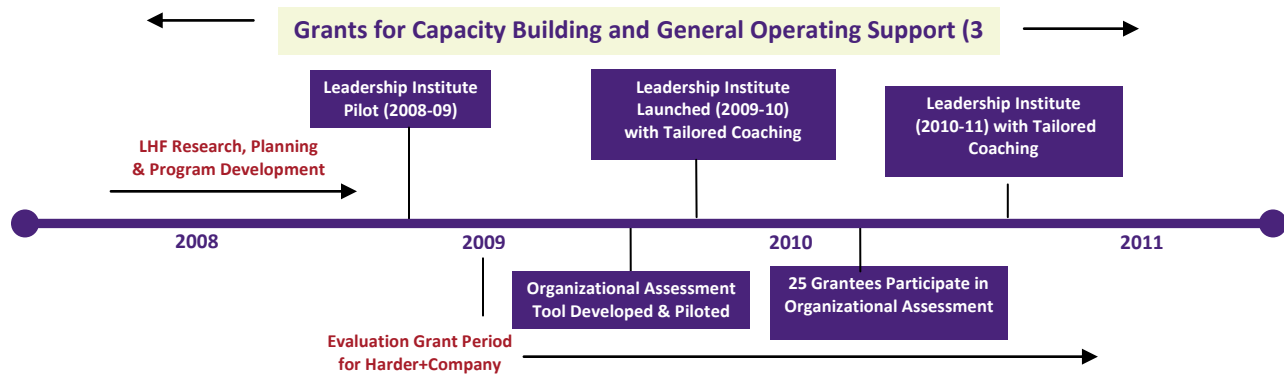
<sup>5</sup> A general operating support grant from LHF can be used to support any part of a grantee's proposed budget. Each grant is typically for one year, and any restrictions are noted in the grant agreement, specifically restrictions on political intervention and lobbying activities.

<sup>6</sup> The institute was named in honor of a long-term volunteer at the Liberty Hill Foundation.



learning and a customized coaching component designed to assist grantees in “operationalizing” their capacity-building goals. For many organizations this included the development of capacity-building work plans. LHF also worked with Harder+Company Community Research (Harder+Company) to identify and adapt a standardized organizational assessment tool (further described later in this report) to help organizations more systematically assess their capacity-building needs and priorities. Most of these components, highlighted in Figure 1 below, represented new territory for LHF.

**Figure 1. Timeline of Key Components & Milestones in LHF’s Capacity Building Initiative**



While participation in the Leadership Institute was not mandatory, LHF strongly encouraged all grantees receiving grants for general operating support to participate in the assessment, training and coaching opportunities. The majority (33 out of 42 grantee organizations) actively participated in the full spectrum of capacity-building activities, the impact of which is discussed later in this report (see “Impact on Grantees” section). Table 3 below highlights the main components of LHF’s Capacity Building Initiative, most of which were developed and launched with support from TCWF and Weingart.

**Table 3. Components of LHF’s Capacity Building Initiative**

Components	Components’ Descriptions
<b>Grants for General Operating Support</b>	<b>Grants:</b> LHF made capacity-building grants to 42 minority-led and minority-serving organizations who used funds to support general operational and program activities, as well as to fund strategic planning and fund development plans.
<b>The Wally Marks Leadership Institute for Change</b>  (“Leadership Institute”)	<b>Organizational Assessment:</b> At the beginning of the Leadership Institute (see description below), participants, executive leaders and board members completed a customized organizational assessment tool to identify organizational strengths and weaknesses. A total of 58 individuals from 25 agencies (76%) completed the organizational assessment.
	<b>Core Skills Training:</b> The Leadership Institute offered training in core skills, including board development, community organizing, communications and grassroots fundraising. Each track consisted of a series of workshops. A total of 33 grantees participated in core skills training.
	<b>Individual Coaching:</b> To support their learning in the core skills trainings, LHF matched organizations with coaches. Each organization received a range of 8 to 20 hours in the first program year, and 24 hours each in the second program year. Special Opportunities grants were also offered to organizations requesting additional hours with their coaches, with 11 organizations receiving a range of 6 to 16 additional coaching hours.
	<b>Networking and Peer Learning:</b> Core skills trainings provided space for participants to meet other minority-serving community-based organizations and share their experiences with one another. Participants also heard from expert speakers.

## Evaluation Overview

In 2009, TCWF awarded Harder+Company a grant to evaluate the impact of the TCWF/Weingart grants on LHF and the grantees who received capacity-building grants and support. In particular, the funders were interested in two major areas of inquiry and posed the following questions:

- **Impact on LHF:** What outreach activities did LHF engage in to identify potential grantees? How many organizations applied and how many were funded? How were grantees selected, and what were their characteristics? How did LHF assess capacity-building needs? How did TCWF's and Weingart's funding affect LHF's ability to provide capacity-building services and technical assistance to its grantees? What adjustments in strategy and implementation did LHF make during the grant period? What are the lessons learned for building organizational and leadership capacities of smaller, minority-led organizations? How did the current economic context affect LHF's ability to achieve its capacity building objectives?
- **Impact on Grantees:** How did TCWF's and Weingart's funding affect grantees' programmatic and operational effectiveness? What types of capacity-building activities did grantees engage in, and what progress did they make toward their capacity-building goals? What barriers did they encounter, and how did they overcome them? What were the grantees' experiences with the technical assistance providers and methods?

In addition to assessing program implementation, the evaluation also assessed the impact of grants and capacity-building efforts on the participating organizations. Understanding that organizational capacity building is a long-term process, the evaluation initially focused on short-term outcomes and indicators, specifically the results of capacity-building activities on knowledge acquisition and changes in attitude or practice. The evaluation team also sought to document the impact of the grants on LHF's outreach strategies and its internal capacity to provide technical assistance to grantees. As outlined in the Evaluation Methods and Sources table above (Table 4), this report draws from data collected through interviews with LHF staff and grantees, organizational assessments, core skills surveys, observations, discussions with trainers and a review of secondary data.

**Table 4. Evaluation Methods & Sources**

+	<b>Grantee Interviews:</b> Phone interviews with 25 grantee agencies in 2010 and 2011.
+	<b>Key Informant Interviews:</b> A total of 10 interviews with LHF staff members (n=3) and trainers (n=4) at the beginning of the project and LHF staff (n=3) at the end of the 2-year grant period.
+	<b>Organizational Assessments:</b> Customized organizational assessment tool to identify organizational strengths and weaknesses. Participants (n=58) included grantee executive directors, board members, and participants from 25 grantee agencies.
+	<b>Core Skills Surveys:</b> Retrospective surveys at the end of each training series to measure knowledge acquisition and overall relevance and usefulness.
+	<b>Secondary Data:</b> Review of background information, grantee reports and evaluation data provided by LHF.

## How to Read this Report

The remainder of this report is organized around two key themes: (1) Impact on Liberty Hill Foundation and (2) Impact on Grantees. In addition to documenting the evolution of LHF's capacity-

building efforts (before and after the grants from TCWF and Weingart), it highlights key findings, promising strategies, insights and lessons learned by LHF as it worked to develop a more comprehensive and integrated approach to capacity building for minority-led and minority-serving organizations.

## IMPACT ON LIBERTY HILL FOUNDATION

The grants from TCWF and Weingart had a profound impact on LHF, creating change not only in the organization's approach to capacity building but also in its processes, procedures and policies essential to sustaining this change over time. The changes observed in the evaluation centered around three major areas: (1) program development and implementation; (2) internal processes, staffing and tools; and (3) grantmaking practices. Data provided by LHF staff via interviews and by the evaluation team's review of internal LHF documentation and applicants' and grantees' statistics were used to inform the subsequent analyses.

### Program Development & Implementation

Changes in program development and implementation reflected LHF's focus on best practices and lessons learned. As a result, their efforts and activities became more integrated, engaging and focused on learning.

- + Programming Based on Grantees' Needs:** In the past, LHF sometimes offered grantees resources to attend existing trainings or provided trainings itself. LHF's shift to a more intentional, best-practice based model of capacity building led them to employ a grantee-centered approach to programming. Grantees' needs, interests and readiness were assessed via data provided during the interview process, site visits and a grantee survey. This process informed the content and focus of subsequent capacity-building activities. The impact of these activities on grantees is discussed later in this report.
- + Skill Building:** LHF's review of the best practices in adult learning resulted in notable changes in its approach to training and curricula. In the past, trainings used more traditional teaching methods and tended to be less interactive. As part of the Capacity Building Initiative, trainings were designed to be highly interactive, include real-life case studies and exercises, and provide ample opportunity for small group discussions and brainstorming with the goal of allowing grantees to apply new learning immediately.
- + Integration of Capacity-Building Activities:** In order to maximize impact and ensure that all capacity-building activities were integrated, LHF brought together all trainers and coaches for

#### Impact on LHF: Key Evaluation Questions

- + How did TCWF's and Weingart's funding affect LHF's ability to provide capacity-building services and technical assistance to its grantees?**
- + What adjustments in strategy and implementation did LHF make during the grant term and what lessons were learned?**
- + How did the current economic context affect LHF's grantmaking program and the participants' ability to achieve their capacity-building objectives?**
- + What can we learn from this project about the capacity-building needs of smaller, minority-led organizations and the methods that are effective in increasing their organizational and leadership capacities?**

a day-long planning session where the objectives, goals and approaches of each activity were presented, and opportunities to leverage connections were identified.

## Staff, Tools and Internal Processes

Changes in staff, tools and internal processes were closely aligned with LHF's desire to make capacity building an explicit part of general operating support. This included using data to make decisions about goals, asking grantees to be specific about their capacity building plans, and having the "right" support in place (via staff and consultants) to help move grantees toward their goals.

- + **Make Capacity-Building Goals and Plans Explicit:** As part of the 2009-2010 capacity-building funding cycle, LHF staff observed that the best indicator of a grantee's success was the existence of a strong capacity-building plan. LHF required applicants for 2011 general operating support to incorporate capacity-building objectives into their proposals and develop actionable plans around capacity building.

### Lessons and Insights

LHF staff observed that an organization receiving a combination of both general operating support AND training made better progress in addressing its capacity-building needs.

- + **Get the Full Picture:** LHF learned that the best way to support grantees' capacity building was to get a full understanding of their strengths and needs. LHF and Harder+Company worked together to identify, adapt and pilot a standardized tool for assessing the strengths and weaknesses of grantees in key domains.<sup>7</sup> This allowed LHF trainers and coaches to identify common areas of need and integrate this information into the training and coaching activities. While it did require time and commitment to complete the online survey, both LHF and participating grantees found it to be a valuable tool — illuminating areas of need and helping them better target their capacity-building efforts. An additional benefit of this tool is that an organization can use it as a baseline or benchmark to measure its progress over time.
- + **Get the Right People:** LHF staff saw the importance of engaging the right coaches and trainers, particularly those with "street credibility" and hands-on experience doing work similar to that of the grantees. As one staff member noted: *"that's really important to our grantees, and for us."* In an effort to recruit coaches with the right expertise and skills, LHF conducted outreach and received referrals, and followed up by interviewing prospective individuals. This resulted in a pool of 22 coaches in the first year. During the second year (2010-11), LHF implemented a formal Request for Qualifications process to identify new coaches with experience working with smaller organizations and organizations led by people of color. This yielded a pool of 13 coaches. Coaches were matched with organizations based the grantees' capacity-building needs, issues of

### Lessons and Insights

Coaches need orientation and capacity building to better understand and meet the needs of minority-led and minority-serving organizations. To address this lesson, LHF created a Peer Circle of Coaches to share information and strategies.

<sup>7</sup> Domains include internal operations, fundraising and financial management, policy and advocacy, and external relationships.

cultural competence and areas of expertise.

- + **Provide Ongoing Support:** Grantees were assigned coaches to help operationalize their capacity-building objectives and help them implement lessons from the training tracks in real time. According to program staff, what made the coaching model new and exciting was that it became “core to the program” as opposed to a stand-alone experience. Coaches participated in trainings alongside grantees to help ensure continuity and clear connections to the content of the Leadership Institute.
- + **Use Data to Assess and Improve Programs:** The LHF team members were active participants in the evaluative process across the life of the project and developed new capacity for evaluation in the process. The LHF team worked closely with Harder+Company to ensure the alignment of evaluation and capacity-building activities across the two years of the project and to revisit the evaluation as things changed. The teams also worked together to interpret and apply the findings of evaluation data to improve the program. For example, LHF staff learned to use findings of organizational assessments to identify specific capacity-building activities needed by grantees. LHF staff also used the findings from core skills surveys to assess the impact of trainings and activities. As the project wrapped up, LHF staff members met with evaluators to make plans for sustaining evaluation efforts on their own.

## Impact on Grantmaking Practices

LHF also became engaged in more intentional and strategic grantmaking processes. In order to meet the mandate to increase the number of minority-led and minority-serving social service providers, the staff made changes in three areas of grantmaking practice, resulting in significant increases in the number of grantees submitting and obtaining capacity-building funding. This included targeted intensive outreach, application support and readiness-focused grantee selection. Interviews with LHF staff served as the primary source of information for evaluating this area, with three LHF staff interviewed at the beginning and, again, at the end of the project.

- + **Targeted Intensive Outreach:** In order to maximize outreach to small, minority-led health and human service organizations, three new outreach strategies were implemented: Networking, webinars, and community workshops. Each of these methods is described more fully in Table 5 below. These new strategies proved highly effective, resulting in a **131%** increase in the number of proposals received (from 88 in 2008-09 to 203 in 2009-10). Furthermore, the number of organizations new to any LHF funding area doubled (from 41 in 2008-09 to 82 in 2009-10) as a result of these efforts.

**Table 5. Targeted Intensive Outreach Strategies**

<b>Networking</b>	LHF staff developed strong relationships with individuals who were highly knowledgeable and had established credibility in their communities. LHF staff members leveraged their contacts to reach new agencies and new networks of agencies.
<b>Webinars</b>	LHF staff conducted five “webinars,” or online meetings, that were advertised to the general public, the Legislative Black Caucus Foundation and the Black Los Angeles HIV/AIDS Coalition, among others. Over 90 agencies participated in webinars, proving them to be an effective way of broadly reaching agencies throughout Los Angeles County.

### Community Workshops

LHF staff conducted a series of eight workshops throughout Los Angeles County to provide interested organizations with opportunities to better understand LHF's funding priorities and guidelines. Eighty organizations were reached through the community workshops, and LHF's staff indicated that the community workshops were a successful outreach strategy.

- + **Application Support:** As LHF expanded outreach efforts, it expected to reach many organizations with less experience crafting and submitting successful grant applications. In order to maximize the ability of these organizations to secure funding, LHF provided two types of application support to potential grantees: staff technical assistance (TA) and subsequently, an Application Review Clinic.
  - **Technical Assistance:** LHF staff answered application-related questions by phone or in person for 27 agencies.
  - **Application Review Clinic:** Organizations were invited to submit draft proposals for staff review and received constructive feedback in a follow-up meeting. In total, 15 agencies participated in the Application Review Clinic. LHF staff overwhelmingly agreed that this process resulted in a stronger proposal pool.
- + **Readiness-focused Grantee Selection Process:** In order to ensure the success of the Capacity Building Initiative, assessments of applicants' readiness to engage in capacity-building activities were built into the grantee-selection process in three ways: organizational self-assessment,<sup>8</sup> a Community Funding Board member assessment (via an adapted version of the organizational assessment tool described earlier) during applicant interviews, and LHF staff members' assessment of readiness based on application reviews and interviews. To help applicants with this multitiered process, LHF offered technical assistance and the Application Review Clinic previously described.

## LHF Grantees: Expanding the Reach

LHF was successful in meeting its objectives to engage a cross-section of grassroots organizations that are led by and serve minority populations. A total of 203 proposals (82 from organizations new to LHF) were received during the two-year program as a direct result of outreach activities. The selection process led to a total of 66 capacity-building grants awarded to 42 agencies. A wide range of issues and constituents were addressed by grantees, including low-income tenants, foster care youth, homeless individuals,

**Table 6. LHF Grantees By the Numbers**

<b>100%</b>	Minority-serving
<b>93%</b>	Minority-led
<b>58%</b>	Annual budgets under \$500,000
<b>42%</b>	Social service providers
<b>24%</b>	First-time LHF grantees

<sup>8</sup> Questions about capacity building on the grantee application included: 1) What are your capacity-building needs at this time? 2) How will you accomplish your capacity-building work and who will lead it? 3) How will you know you have succeeded in increasing your capacity?



formerly incarcerated individuals, urban school students, low-wage workers, immigrants and people in recovery. Awards ranged from \$10,000 to \$40,000 per grant (see Appendix A for a list of grantees and awards). Table 6 highlights some of the key characteristics of grantees. The impact of new outreach methods, application support and selection processes is apparent in these numbers.

## Summary of Key Findings and Lessons Learned

The grants from TCWF and Weingart made a significant contribution to LHF's Capacity Building Initiative for minority-led and minority-serving organizations by creating the opportunity to expand their efforts based on best practices in the field. This effort resulted in across-the-board changes, impacting LHF's approach to its work on many fronts. Table 7 below summarizes the major changes LHF made with support from TCWF and Weingart.

Table 7. Impact of TCWF's and Weingart's Grants on Liberty Hill Foundation			
	Component	BEFORE TCWF's & Weingart's Grants (2009)	AFTER TCWF's & Weingart's Grants (2011)
Program Development and Implementation	Needs-based Programs	<ul style="list-style-type: none"> <li>Existing trainings were identified and organizations were funded to attend those trainings and workshops.</li> </ul>	<ul style="list-style-type: none"> <li>Needs-based programming.</li> <li>Programming focuses on skills.</li> <li>Intentional integration exists across activities.</li> </ul>
	Skill Building	<ul style="list-style-type: none"> <li>LHF had minimal control or influence over the quality and focus of trainings.</li> </ul>	<ul style="list-style-type: none"> <li>Trainers and coaches are hired by LHF.</li> <li>High quality providers have "street credibility" among grantees.</li> <li>Peer Circle of Coaches program ensures cohesive practice and understanding among coaches.</li> </ul>
	Integration of Activities	<ul style="list-style-type: none"> <li>Activities were planned and implemented by a variety of players each working in isolation.</li> </ul>	<ul style="list-style-type: none"> <li>LHF convenes trainers and coaches to assure integration of curricula.</li> <li>Coaches attend trainings alongside grantees to extend learning back to the organizations in real time.</li> </ul>
Staff, Tools and Internal Processes	Explicit Goals and Plans	<ul style="list-style-type: none"> <li>Grantees' capacity-building goals were mostly informal and lacked coherent plans and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Goals and objectives are articulated during the application processes.</li> <li>Grantees develop comprehensive plans to achieve capacity building goals.</li> </ul>
	Systematic Needs Assessments	<ul style="list-style-type: none"> <li>There was no systematic assessment of capacity-building needs.</li> </ul>	<ul style="list-style-type: none"> <li>Standardized tool used to assess capacity-building needs across all grantees.</li> </ul>
	Ongoing Support	<ul style="list-style-type: none"> <li>Coaching occurred independently of other activities and on an "as needed" basis.</li> </ul>	<ul style="list-style-type: none"> <li>Coaching viewed as "core" to capacity-building activities.</li> <li>Coaches, trainers and LHF staff work together to ensure coherence.</li> </ul>
	Data to Assess and Improve Programs	<ul style="list-style-type: none"> <li>Short satisfaction surveys that were given after trainings were of little use and did not include follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>LHF uses more rigorous data to assess and improve programs (e.g., organizational assessment tool, core skills surveys and feedback from coaches).</li> <li>LHF staff engage in, and sustain evaluation activities for, program improvement.</li> </ul>
Grantmaking Practice	Outreach	<ul style="list-style-type: none"> <li>Outreach to existing and past grantees was done via e-mail.</li> <li>Outreach to new grantees was done via Funders Forums.</li> </ul>	<ul style="list-style-type: none"> <li>LHF identifies key leaders and leverages networks.</li> <li>LHF offers webinars to potential grantees.</li> <li>Community workshops are specific to LHF rather than being broad Funders Forums.</li> </ul>
	Application Assistance	<ul style="list-style-type: none"> <li>No special assistance was offered.</li> </ul>	<ul style="list-style-type: none"> <li>Staff provide TA to applicants via phone and in person.</li> <li>Application Review Clinics give grantees opportunities to receive feedback from staff in advance of submissions.</li> </ul>



	<b>Grantee Selection</b>	<ul style="list-style-type: none"> <li>■ No systematic efforts were in place to determine readiness.</li> <li>■ Staff did not have much influence in grantee selection.</li> </ul>	<ul style="list-style-type: none"> <li>■ Multiple sources of information about readiness are included in process (e.g., self-assessments, LHF staff assessments and board assessments).</li> <li>■ Staff have more active influence in final grantee selection.</li> </ul>
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In addition to the changes in practice and approach described above, LHF staff identified three lessons learned:

- + Integrate capacity-building activities to maximize continuity and learning:** Bringing coaches and trainers together for planning allowed everyone to “get on the same page” and have a unified approach to their work. Coaches’ attendance at training sessions alongside grantees helped organizations apply what they learned more quickly and allowed coaches to identify areas where grantees could benefit from more training.
- + Make capacity-building goals and plans explicit:** In the first year of the project, staff noticed that the most successful organizations had an explicit understanding of capacity building — they knew *who* in their organization was responsible for capacity building, *how* they wanted to proceed and had some ideas of what success would look like. The ability to answer these questions — the what, who, how and why — is both a sign of organizational readiness to engage in capacity building and an indication of the likelihood of progress toward goals. Everyone agrees capacity building is desirable, but without a plan, it is unlikely to happen.
- + Accompany expanded outreach to minority-led/minority-serving organizations with increased application support:** LHF’s outreach efforts were extremely successful at bringing new organizations to the table as applicants. However many of these organizations were not only new to LHF, but had never received grants from major funders. In order to move these organizations from applicants to grantees, application support in the form of TA and an Application Review Clinic was critical.

# IMPACT ON GRANTEES

In addition to the impact on LHF, TCWF and Weingart were interested in understanding how the funding impacted the effectiveness of grantee organizations.

As previously mentioned, LHF's Capacity Building Initiative has two complementary components: (1) general operating support grants to help grantees pursue their self-identified capacity-building objectives, and (2) the Leadership Institute that provides a more comprehensive and integrated package of organizational assessments, intensive training, peer learning and tailored coaching. See Table 8 for a description of the capacity-building elements and outcomes.

## Impact on Grantees: Key Evaluation Questions

- + How did TCWF's and Weingart's funding impact the effectiveness of the grantees' programs and organizations?
- + What types of capacity-building activities were requested and undertaken by the grantees?
- + What progress did the grantees make toward addressing their stated capacity-building goals?
- + What were the grantees' experiences with the technical assistance providers and methods?
- + What barriers were encountered, and what strategies were used to overcome them?

**Table 8. Description of Activities and Outcomes**

	Activities	Outcomes
<b>Grants</b>	<b>Grants:</b> LHF made Capacity Building Initiative grants to 42 minority-led and minority-serving organizations.	<ul style="list-style-type: none"> <li>■ Sustained and/or expanded programming</li> <li>■ Organizational development (e.g., operations, communications and fundraising)</li> <li>■ Strategic and sustainability planning</li> </ul>
<b>Wally Marks Leadership Institute for Change</b>	<b>Organizational Assessment:</b> 58 individuals from 25 agencies (76%) participating in the Leadership Institute completed the organizational assessment.	<ul style="list-style-type: none"> <li>■ Organizational reflection and assessment</li> <li>■ Organizational assessments resulting in the identification of areas of strength and areas for improvement</li> <li>■ Results that provide a baseline for organizations and LHF and offer a mechanism for tracking progress over time</li> <li>■ Organizational coaches who use results to develop and implement tailored capacity-building plans</li> </ul>
	<b>Core Skills Training:</b> 33 of the 42 organizations (79%) funded under the Capacity Building Initiative participated in core skills trainings.	<ul style="list-style-type: none"> <li>■ Increased ability to engage and balance power with boards</li> <li>■ Increased ability to evaluate and improve organizations' communications and develop tailored messages</li> <li>■ Increased ability to secure funding from diverse sources</li> <li>■ Increased ability to develop leadership and effective organizing campaigns</li> </ul>
	<b>Individual Coaching:</b> 33 organizations received coaching. In the first year, grantees received 8 to 20 hours; in year 2, organizations received up to 24 hours of coaching.	<ul style="list-style-type: none"> <li>■ Reinforced skills and knowledge acquisition from core skills trainings (see above)</li> <li>■ Tailored learning and application of skills to organizations' specific needs</li> <li>■ Troubleshooting and brainstorming with outside experts</li> </ul>
	<b>Networking and Peer Learning:</b> 33 organizations participated in peer learning.	<ul style="list-style-type: none"> <li>■ Increased ability to engage organizational champions in relationships to support impact and sustainability</li> <li>■ Additional resources for organizational learning and sharing</li> </ul>

The majority of grantees (33 out of 42, or 79%) participated in both general operating support grants and the Leadership Institute. This section provides more detail about how grants were used to achieve capacity-building objectives and about the overall impact of the Leadership Institute. The primary data sources include interviews with grantees and LHF staff, and information from grantees' progress reports, organizational assessments and skills surveys.

## Grantees' Use of Capacity-Building Grants

LHF made capacity-building grants to 42 minority-led and minority-serving organizations that used their grants (ranging between \$10,000 and \$40,000) to pursue a variety of capacity-building objectives. Beginning in 2010, LHF expected prospective grantees to focus their requests for general operating support on specific capacity-building objectives and encouraged them to develop capacity-building work plans. In previous years, there was no explicit expectation that grantees use general operating support grants for capacity-building activities, nor was there an effort to assess and prioritize capacity-building needs.

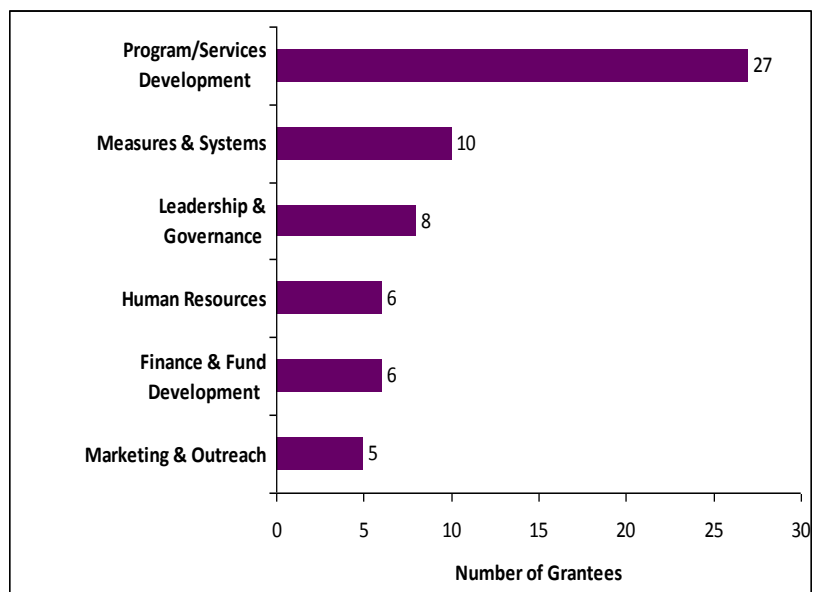
To better understand and track how most grantees used these funds, the evaluation team organized its activities into six broad capacity categories (see below). Based on a review of 30 grantees' progress reports and interviews with 25 grantees, the most common use of grant funds was for program and service development, followed by measures and systems (infrastructure), and leadership and governance issues (see Figure 2). A few grantees also obtained 501(c)(3) status during the grant period, and a few others filed incorporation applications and made progress in obtaining 501(c)(3) status. Based on interviews and an assessment of the grantees' progress reports, grantees used funds in the following capacity areas.<sup>9</sup>

### Program and Service Development

#### + Community Leadership

**Development:** Most grantees (27 organizations) used general operating support to develop and train core community leaders. Leadership development activities provided opportunities for members to gain deeper knowledge of policy issues, develop leadership and community-organizing skills, and advocate for their own communities. Specific activities included trainings, leadership academies and internships.

Figure 2. LHF's Grantees' Use of Grant Funds



<sup>9</sup> Not all of the grantees' progress reports were available for review at the writing of this report.

- + Outreach & Education:** Twenty-five organizations sought to expand and mobilize their member bases through a variety of strategies — from public forums to door-to-door outreach. By the end of the grant period, grantees reported increasing their memberships and recruiting volunteers and dues-paying members.

### Measures and Systems

- + Research, Evaluation & Tracking Systems:** Ten grantees used their grants to increase their capacity to conduct research and better utilize data. At least two grantees engaged in community-based action research to inform their work. A few hired consultants to evaluate their activities.

*“... it became apparent to us that many of our members were donors, and we had an archaic way of tracking donations. The grant allowed us to create a database, to track our donors, and do outreach to keep a better line of communication with them. We were able to create a more intentional system to honor those donations and keep our contact with donors, not just as members but as donors as well.”*

~ LHF Grantee

### Leadership and Governance

- + Strategic Planning:** Six grantees used their grants to reflect on their goals, objectives, programs and processes through strategic planning. This frequently included hiring consultants to facilitate planning retreats and spending time developing organizational goals and objectives. A number of organizations completed strategic planning processes and developed plans during the grant period.
- + Board Development:** Five grantees engaged in activities to build their boards' capacity, including recruiting new members, participating in board development trainings, engaging their boards in fundraising activities and increasing their boards' roles in strategic communications.

### Human Resource Development

- + Staff & Volunteer Development:** During the grant period, six grantees reported increasing the number of support and programmatic staff members. Specifically, grantees hired finance and development staff, attorneys and personnel to increase their media capacity. In addition, grantees recruited more volunteers and interns to support their work.

### Finance and Fund Development

- + Fundraising:** Six grantees reported making progress in diversifying their funding sources. Activities included working with consultants or coaches to develop, update and implement fundraising plans, updating donor and funder databases, establishing membership dues, developing finance committees, launching major donor campaigns, collaborating with partners for fundraising events and providing staff with fundraising training. Some grantees reported increased revenues from individual donors and private foundations.

### Marketing and Outreach

- + Strategic Communications:** During the grant period, five grantees reported efforts to improve both internal communications and communications to the public and their stakeholders through website upgrades and use of social media. They created and evaluated their branding and communications strategies, redesigned their websites, created blogs and incorporated social networks into their work.

## Participation in the Wally Marks Leadership Institute

While participation in the Leadership Institute was not mandatory, 33 of the 42 organizations (79%) participated by engaging in organizational assessments, intensive trainings, peer learning and coaching activities to help them achieve their capacity-building goals. To better understand the role and impact of the Leadership Institute, the evaluation used a mixed-methods approach to assess skill development, knowledge acquisition, and general satisfaction and usefulness of the training program. This included analyzing data from a “core skills survey” completed by 82 people participating in the trainings. The evaluation team also conducted interviews with 25 participants in the Leadership Institute and 10 interviews with LHF staff and trainers. Through the surveys and interviews, the evaluation team gathered useful information about the grantees’ experiences and the extent to which they were able to (1) use the organizational assessment data as a tool to improve their understanding of their organizational strengths and weaknesses, (2) implement and share new knowledge, skills and techniques with their respective organizations, and (3) work with their organizational coaches to develop and implement capacity-building plans. The following section highlights these key findings.

*“They [LHF] have been extremely helpful  
....The training and coaching hours are  
consistent, so it gives us an opportunity to  
apply what we are learning.”*  
~ LHF Grantee

### Assessment of Organizational Capacities

There is considerable evidence from the field that supports the importance and value of regular organizational assessments to help improve organizational effectiveness. As part of LHF’s Capacity Building Initiative, the organizational assessment served two important purposes. First, it helped to provide the funders with valuable baseline information about the collective organizational strengths and weaknesses of the grantee pool, and second, it became an important technical assistance tool for each grantee organization to take stock of its development, have thoughtful discussions about capacity building and determine its priorities for future success.

*“The capacity- building support has  
given us clarity into the direction we  
want to go...”*

~ LHF Grantee

Prior to receiving the TCWF/Weingart grants, LHF did not promote the use of a formal, standardized tool to assess organizational capacities but believed it was an important part of the capacity-building tool kit. After reviewing many widely-used assessment tools (e.g.,

CCAT and McKinsey), LHF determined that most were not a good fit for the smaller, grassroots organizations it serves. LHF worked closely with Harder+Company to create a customized organizational assessment tool that was piloted in late 2009 and launched in early 2010. All 33 grantee organizations participating in the Leadership Institute were invited to complete the online survey, and ultimately 58 individuals from 25 organizations — 76% of the organizations invited — participated. See Appendix B for the tool and aggregate results. The tool included 135 questions organized into four broad capacity areas:<sup>10</sup>

- Internal operations, administration and management

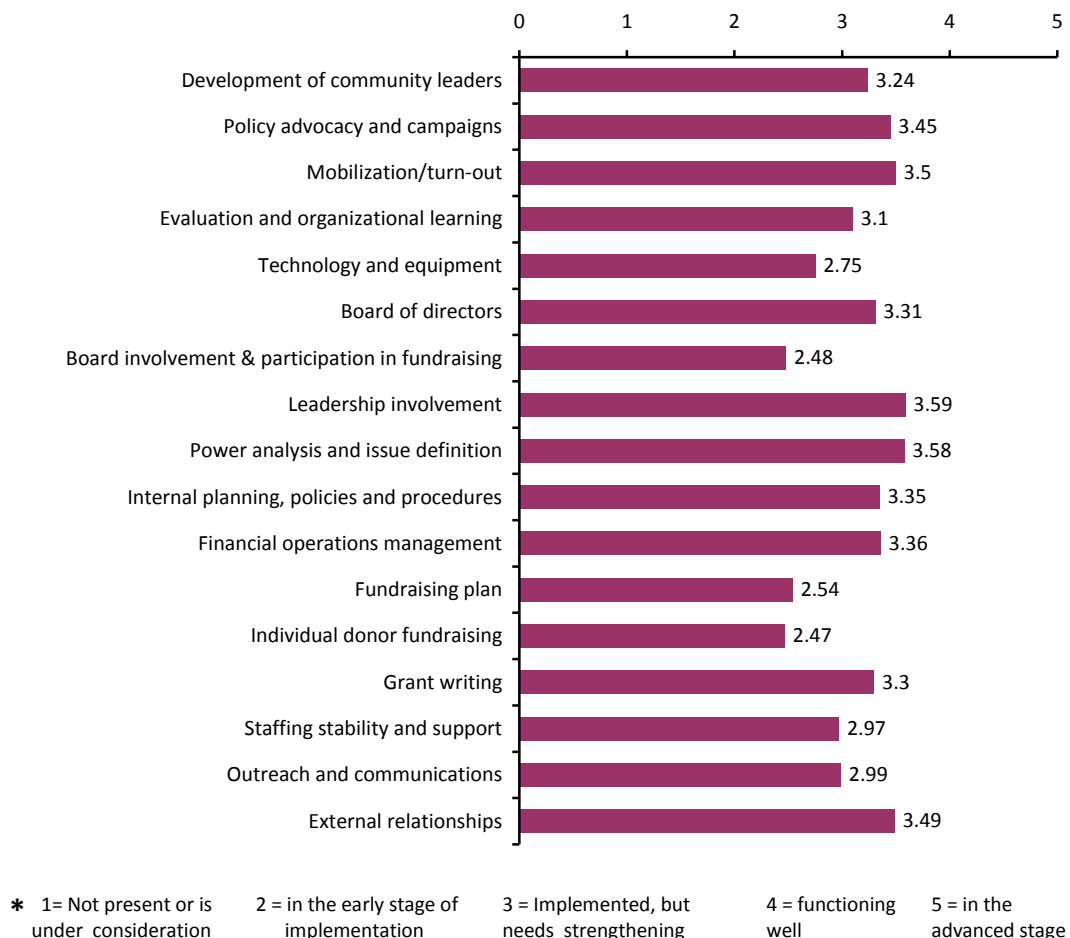
<sup>10</sup> A variety of assessment frameworks were adapted to create this instrument, which was modeled on a tool created by the Woods Foundation in Chicago. Harder+Company worked closely with LHF to refine and pilot the draft instrument prior to using it for this evaluation.

- Fundraising and financial management
- Policy, advocacy and community organizing
- External relationships, partnership and collaboration

Grantees were encouraged to have multiple people from their organizations complete the survey, providing a blend of perspectives from senior staff and board members. Each organization received an individualized assessment report that scored strengths and weaknesses in the four domains mentioned above. An aggregate report was also given to LHF, who used the information to better understand the capacity-building needs and priorities of grantees. The organizations were encouraged to have strategic discussions with their colleagues and coaches, and prioritize areas for improvements.

As part of the evaluation, data were analyzed by capacity areas, average scores and organizations' budget sizes. Organizations with budgets under \$150,000 had lower ratings in almost every capacity area, with more significant differences in areas related to fundraising and technology (see Appendix C). As illustrated in Figure 3 below, all organizations self-reported lower levels of organizational capacity in areas related to fund development (having a fundraising plan), engaging their boards in fundraising and raising funds from individual donors. Another clear area of need was related to the use of technology and information systems to improve the efficiency and effectiveness of their work. As noted in the previous section, many grantees used LHF funding to build capacity in these areas.

**Figure 3. Average Scale Responses\* by Capacity Area (n=58)**

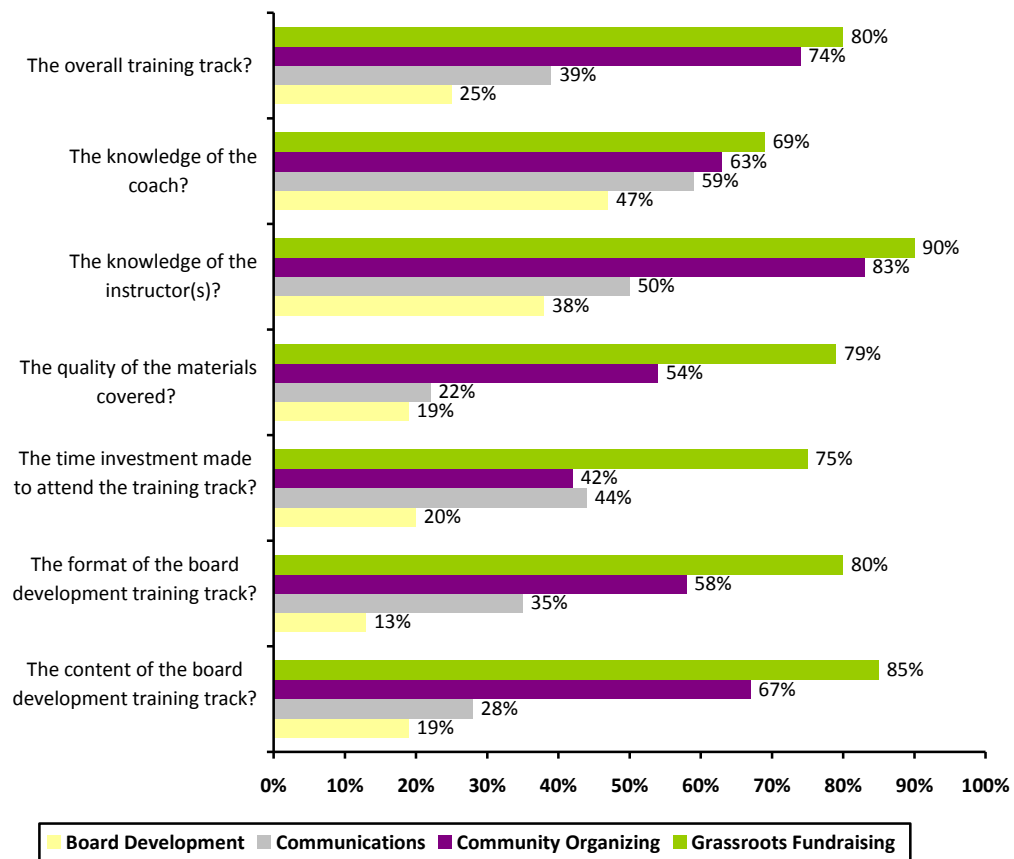


The assessment process gave grantees the opportunity to engage key members of their organizations to reflect on their strengths and weaknesses, which most organizations had not done before. Using assessment results, grantees were also better equipped to set realistic capacity-building goals, benchmarks and timelines that work for each organization. LHF staff recognized the capacity-building benefits of the organizational assessment and has since adapted it and incorporated it into all grant applications. LHF also uses a modified version in its grantee selection process.

## Core Skills Trainings

The Leadership Institute offered participants structured and intensive trainings in the areas of board development, communications, community organizing and grassroots fundraising. To assess the usefulness and quality of the trainings, participants were asked to complete surveys at the end of each training series. Information gathered from these surveys was used to help guide LHF programming. When asked to rate their satisfaction with, and the usefulness of, the trainings, materials and instruction, participants in the grassroots fundraising track were most satisfied compared to participants in other tracks. As shown in Figure 4 below, three-quarters of grassroots fundraising participants (n=20) indicated they were “very satisfied” with the time they invested to attend the trainings, compared to only 20% of the board development participants.

**Figure 4. Percent of Participants who Reported They Were “Very Satisfied” by Track**



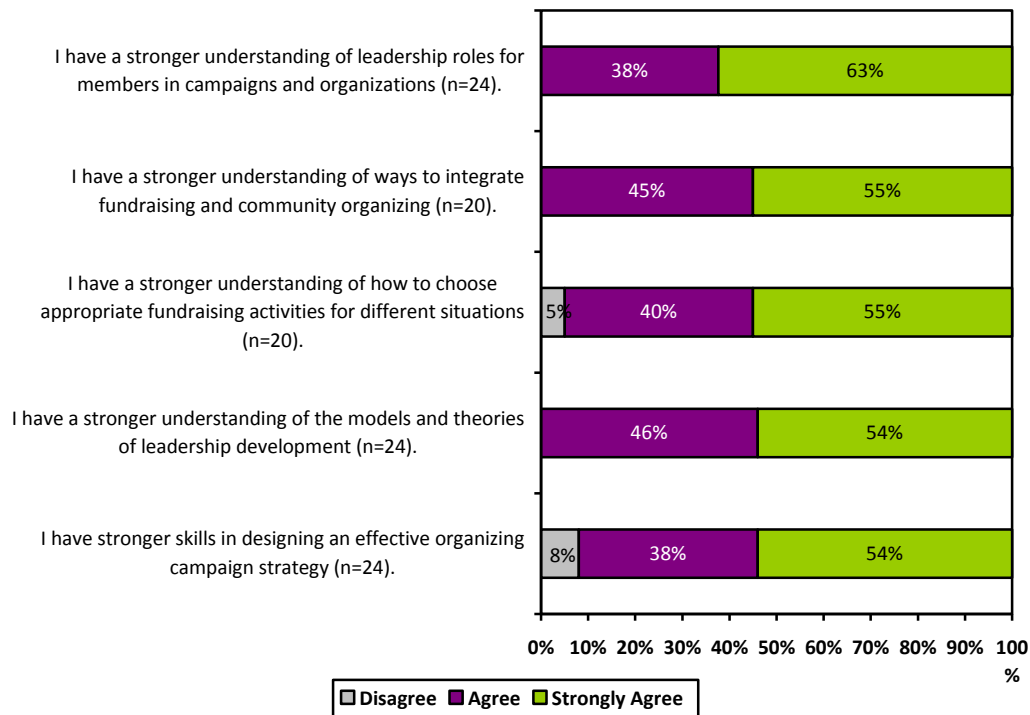


Overall, board development participants were the least satisfied with the content and delivery of the trainings they received. Their comments suggest topics covered may have been too introductory for some participants. Only 13% of respondents in the board development track were “very satisfied” with the format of the training. However, participants expressed much appreciation for their coaches, which suggests individual sessions may be a more effective strategy for board development work in the future.

## Skill Building and Knowledge Acquisition

Surveys of grantees who completed the core track indicated that the participants had learned the most in the areas of fundraising, community leadership development and community organizing. As indicated in Figure 5, more participants “strongly agreed” that they developed stronger skills or understanding in these areas compared to grantees who participated in other tracks. Additional data about satisfaction and skill development can be found in Appendix D.

**Figure 5. Top Five Skills Developed by Participants**



Grantees who were interviewed noted that participation in the grassroots fundraising track had resulted in better skills and comfort asking for donations. They reported learning ways to improve media messaging, avenues for increasing their funding base, and new ways to create new grassroots efforts in the organization. Working with their coaches, a number of grantees created fundraising plans for the following year. Another participant reported having a “much more sophisticated donor list and tracking system” as a result of working with her coach.

Although a few grantees felt the first few sessions of the community organizing training were too basic, most grantees mentioned increases in skills and their abilities to more effectively organize around various issues. Grantees were able to take information shared and “make it specific to [their

organizations].” One grantee commented: “[The training and coaching] opened our eyes to another style of organizing that we think will work really well.” Grantees also discussed how participating in the community organizing track had allowed their organizations to institutionalize their approaches and organizing models.

## Networking and Peer Learning

Prior to the TCWF/Weingart grants, networking and peer learning opportunities at LHF primarily consisted of peer-learning circles dedicated to groups such as executive directors, community organizers and development directors. Through the Leadership Institute, LHF strengthened opportunities for grantees to learn from one another. All of the core skills trainings offered spaces for participants to network and each featured a series of plenary sessions with community experts. As a result, a number of grantees shared that the Leadership Institute helped connect them to other organizations doing similar programmatic and capacity-building work and provided a venue for sharing experiences, challenges and promising strategies. Organizations who were interviewed indicated that the peer-learning opportunities helped them feel less isolated as they realized that other nonprofit organizations experience many of the same challenges. In sum, peer networking proved to be both a learning experience and an opportunity to re-energize and connect.

*“Through the network, I learned about organizations across the city. This helped create new relationships with organizations doing similar work in the same landscape to sharpen tools. We were not starting from scratch.”*

~ LHF Grantee

## Coaching & Tailored Technical Assistance

In 2009, the coaching component became an integral part of the Leadership Institute. In the first year of the grant, grantees received between 8 and 20 hours of tailored coaching and could apply for

additional coaching hours through the LHF Special Opportunity grants. However given the positive feedback from grantees, the coaching hours were increased to 24 hours per organization in the second year. Many interviewees indicated they were pleased with the coaching assistance they received, saying that the tailored approach was a key strength of the program. In addition to skills and experience, interviewees appreciated the “outside perspective” coaches brought to their organizations. Interviewees said their coaches provided them with guidance and opportunities to “run ideas” by people external to their organizations. Coaches were also credited with helping grantees identify the strengths and challenges of their



boards of directors, internal and external communications, approaches to community organizing and grassroots fundraising strategies. Interviewees found the structure of the Leadership Institute effective and more successful than other trainings they had attended. Some interviewees indicated they were grateful that additional coaching hours had been made available. One interviewee

explained: “The good thing about coaches and trainings was that they kept us motivated. Making change in an organization is hard, and it’s easy to give up and push it back to another day. The coaches and training kept us motivated in an encouraging, motivating way.”

## Challenges and Barriers

Although grantees reported meeting most of their grants’ goals, many cited expected and unexpected challenges to their work. The severe economic crisis had a negative impact on the ability of organizations to maintain adequate staffing and operational activities. A number of grantees shared that the pace of program’s work often made it difficult for them to reflect and focus on capacity building. In turn, some grantees started hiring staff who concentrate on capacity building, while others focused on programs. Some grantees also suffered the loss of key leaders, which stalled organizational efforts and campaigns. In response, grantees indicated that their agencies looked to diversify and identify new funding sources. They aimed to expand their small donor bases, develop grassroots fundraising and reach out to new foundations.

*“We realized that our challenges aren’t insurmountable. We were able to see that our challenges are normal, and that they can be overcome; before we felt isolated and panicky.”*

~ LHF Grantee

### Promising Strategies and Considerations

- + A combination of general operating support and training are critical to the growth of organizations:** Grantees and LHF reiterated the importance of providing both general operating support and the Leadership Institute. Findings also suggest that grantees who received general operating support *and* attended the Leadership Institute experienced more organizational growth compared to those who received only general operating support.
- + Thorough assessments are needed to help grantees develop practical goals and benchmarks:** Interviewees cited multiple benefits of organizational assessment. Grantees used assessment results as a planning tool when developing goals and work plans with their coaches.
- + Individual coaching is an innovative and effective approach that allows grantees to directly apply skills and knowledge learned to the needs of their organizations:** Individual coaching emerged as key element of the Leadership Institute. Grantees reported benefiting greatly from working with their coaches.
- + Participation from multiple levels of an organization promotes integration of skills learned:** Participation of executive leadership and program staff in the Leadership Institute helped promote institutional buy-in to adopt and implement best practices at the organizational level.

## Summary of Key Findings and Lessons Learned

Throughout the TCWF/Weingart grants' period, LHF continuously evaluated and improved its Capacity Building Initiative. Below are the five key lessons learned and adjustments that LHF implemented to improve the funding's overall impact on grantees.

- + Limit Leadership Institute participants to one track per training cycle to develop communities of practice:** Grantees participating in the Leadership Institute attended up to three concurrent tracks during the first year of the Leadership Institute. Participants and LHF later learned that the time and level of effort required was too demanding for grantees to participate in multiple tracks. Based on this feedback, LHF asked returning grantees to participate in one track the following year. In this way, participants in each track could focus on one core skill and develop a community of practice with their peers as they progressed through the Leadership Institute. In addition, the timeline for the Leadership Institute was condensed in 2010 with sessions held on consecutive days of the week instead of over a period of months in an effort to maintain momentum.

*"It is great that they (LHF) are offering this capacity-building support, and that they recognize that it is important for us, and crucial to our work."*

**~ LHF Grantee**
- + Encourage executive leadership to attend Leadership Institute trainings:** The first year of the Leadership Institute focused on building participants' skills with an assumption that they would then "bring the skills home" to their organizations. Although several grantees who were interviewed indicated that they had shared what they had learned with others in their organizations, some found they didn't have the appropriate buy-in to implement organizational changes. As a result, LHF focused the second year of its Leadership Institute on engaging executive staff, which strengthened the ability of participants to advocate for changes in their organizations.
- + Provide orientation for organizations on how to effectively work with coaches:** Through continuous conversations with grantees, LHF learned that some grantee organizations needed more orientation on how to effectively work with coaches. As a result, LHF worked to develop that capacity.
- + Recognize that seed organizations and agencies in transition are more willing to adapt and adopt best practices:** Key interviewees found that seed or emerging organizations, as well as agencies in transition, were more open to adapting or changing their policies and practices as a result of participating in the Leadership Institute.
- + Encourage organizations to participate in multiple years of the Leadership Institute.** As grantees continued to report progress and skills' acquisition from one year to the next, interviewees recognized the added value of participating in the Leadership Institute for more than one year.

Grantees expressed appreciation for the workshops, coaching, time and resources that enabled them to participate in capacity-building activities. They acknowledged that it was difficult to find the time and resources given other programmatic and operational demands and shared that the general operating support gave them the time and resources necessary to reflect upon, prioritize and

implement a variety of capacity-building activities. The fact that nearly 80% of grantees participated in multiple capacity-building activities offered by LHF suggests a high level of commitment to capacity building. It also points to the high quality and usefulness of the Leadership Institute. The coaching component received very positive praise and was seen as a factor that helped organizations prioritize, and make progress toward, their capacity-building goals. While it is difficult to fully assess the contribution of these activities to organizational effectiveness, there are clear indications that LHF is responding to the capacity-building needs of minority-led and minority-serving organizations.

## SUMMARY AND CONCLUDING REMARKS

With funding from TCWF and Weingart, LHF has demonstrated its commitment and capacity to provide tailored capacity-building support to minority-led and minority-serving organizations in Los Angeles County. It brought well-developed skills in capacity building, existing credibility with the communities of greatest interest, and a thoughtful and inclusive approach to its work. As a learning organization, LHF has consistently sought ways to improve its outreach strategies and enhance its program design and delivery, as well as actively participate in evaluation. In the long run, the investment in LHF's own capacity may produce the most lasting impact on Los Angeles' low-income communities as it continues to take risks and support meaningful capacity building.

The evaluation findings clearly suggest that the infusion of general operating support, coupled with a package of organizational assessments, intensive training, peer learning and customized coaching, has had a positive impact on the capacity-building efforts of these

LHF grantees. There is solid evidence that the participants gained a better understanding of their organizational health and achieved important gains in key capacity areas, particularly those related to fund development, communication and community engagement — essential skills for nonprofit sustainability. Although the evaluation was not intended to collect information about the long-term impact on the grantees, it is clear that, as a group, they have increased their ability to serve their communities.

**The time LHF invested in thoughtful planning did not go unnoticed by grantees. As one grantee noted “I think they (LHF) are doing a very good job of reaching out and being thoughtful behind the scenes. We are getting the full benefit of it. I don’t see any holes.”**

**~ LHF Grantee**

## Findings and Lessons Learned

As LHF developed and implemented its expanded Capacity Building Initiative for minority-led and minority-serving organizations, it learned important lessons along the way. These insights may help other organizations and funders interested in supporting the vital work of small and emerging nonprofit organizations.

- + Engagement of Organizational Leaders:** The active involvement and commitment of organizational leaders is critical to the success of capacity-building efforts. Without the buy-in and commitment of organizational leaders, it is very difficult to implement change at the organizational level. To address this lesson, LHF now requests the active participation of senior leaders and decisionmakers who have the ability to help institutionalize organizational change.

- + Intensity and Duration:**

Organizational capacity building is a time-consuming and ongoing, long-term process. During the two-year grant period, LHF tried to strike the right balance between intensive training sessions and the time burden

on small organizations. Both LHF and grantees reported more progress and success after participating in at least two years of participation in the Leadership Institute's activities. LHF

*“They [LHF] have been extremely helpful and consistent. The training and coaching hours are consistent, so it gives us an opportunity to apply what we are learning.”*

**~ LHF Grantee**

plans to promote longer-term partnerships with organizations as it continues to build its capacity.

- + **Organizational Readiness:** To help ensure maximum benefit from capacity-building grants, LHF was keenly interested in assessing grantees' readiness for organizational change. As part of the application process, LHF looked at each applicant for indicators of readiness, including an awareness of organizational strengths and weaknesses, a willingness to plan and commit time to the process, and the right team to take ownership and champion capacity-building objectives within the organization.
- + **Organizational Assessment:** Both LHF and grantees saw the value in using a standardized tool to assess an organization's current capacities, discuss the results internally and prioritize areas for improvement. LHF and grantees can continue to use the tool in the future to help monitor and assess change over time.
- + **Coaching and Technical Assistance:** Grantees and LHF echoed the benefits of coaches who helped grantees assess their priorities, stay on track and more readily translate learnings into organizational practice and change. During the two-year grant period, LHF also initiated a peer-learning community for coaches to enhance their ability to more effectively work with small, grassroots and minority-led organizations. Another lesson was to give grantees better guidelines for how to fully utilize and leverage the coaching experience.
- + **Real-Time Learning and Skill Building:** LHF's efforts to provide grantees with relevant skills, tools and techniques are showing positive results. Grantees appear to have gotten more out of trainings that provided interactive and dynamic opportunities to apply lessons both in the classroom and back at their respective agencies. In addition, evaluation data and grantee feedback show that LHF's commitment to continuous, real-time learning resulted in program improvements and enhancements.

## A Final Word on Limitations

This report provides a retrospective summary of LHF's Capacity Building Initiative. As with other social science endeavors, there are limitations inherent in this evaluation.

- **Self-reports:** The interviews and surveys relied on self-reports. As a result, findings may have been affected by biases in the responses.
- **Qualitative Approach:** The interviews reflect the perspectives of grantees and rely on their memories of experiences and events.
- **Focus on Leadership Institute Participants:** Only grantees who participated in the Leadership Institute were asked to participate in surveys and interviews. Grantees that received only grants and did not participate in any other capacity-building intervention were assessed only through the review of secondary data.
- **Convenience sampling:** While all of the grantees who participated in the Leadership Institute were asked to participate in interviews and complete surveys, not all participants responded due to lack of time and interest. The nonrandom sampling may be subject to bias and may not be representative of all grantees' experiences.
- **Lack of comparison groups:** While this evaluation correlated outcomes with the capacity-building activities offered through the TCWF/Weingart grants, it cannot definitely say that observed changes over time were due entirely to the capacity-building activities.





<b>LHF Capacity Building Initiative - Participating Agencies, 2009-10 and 2010-11</b>			
<b>The California Wellness Foundation</b>	<b>Amount in 2009-10 (09) &amp; 2010-11 (10)</b>	<b>Weingart Foundation</b>	<b>Amount in 2009-10 (09) &amp; 2010-11 (10)</b>
People Organized for Westside Renewal (POWER)	\$25,000 (10)		
Pico Youth and Family Center	\$10,000 (09)		
Pilipino Workers Center (PWC)	\$10,000 (09)		
Save Los Angeles Parks Alliance	\$30,000 (10)		
	\$13,500 (10)		
Sober Living Coalition	\$20,000 (09)		
	\$20,000 (10)		
South Asian Network (Satrang/SAN)	\$45,000 (09)		
	\$10,000 (10)		
Southern California Education Fund	\$30,000 (10)		
Special Needs Network	\$30,000 (09)		
	\$30,000 (10)		
Transgender Law Center	\$10,000 (09)		
Wage Justice League	\$10,000 (10)		
Westlake Community Design Center	\$10,000 (10)		
<b>TOTAL:</b>	<b>\$888,500</b>		<b>\$591,000</b>

**APPENDIX B**  
**Liberty Hill Foundation's**  
**Wally Marks Leadership Institute for Change:**  
**Organizational Assessment**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Organization: \_\_\_\_\_  
\_\_\_\_\_

Job Title/Affiliation:

This tool has been developed to help non-profits assess their organizational capacity<sup>11</sup>. Different perspectives on your organizational capacity can help launch a valuable discussion within an organization, so we ask that two senior staff members from your organization (Executive Director and other senior staff) and one Board member complete this assessment. The same individuals will be asked to complete this survey again to assess changes over time. The information you provide will be entered into a database and will be analyzed by Harder+Company Community Research (an independent, third-party evaluation firm), whose staff will write a report based on all of the answers from all of the respondents. Your name will be used to match the surveys you complete, but will not be associated with any of the reports.

The assessment is divided into four areas of organizational capacity including (1) internal operations; (2) fundraising/financial management; (3) policy, advocacy and community organizing; and (4) external relations and collaboration. For each dimension, please read the responses and check the one that most closely reflects your organization most of the time. In the "Comments" section, please provide any additional information about your organization's strengths and challenges.

NOTE: Throughout the assessment, we use the term "leaders," which refers to community members who have unpaid leadership roles within the organization, and are not Board members.

*Please read and provide your initials in the space on the right.*

My initials indicate that I am voluntarily participating in this survey and give permission for the information to be analyzed by Harder+Company Community Research staff, and used to inform the *Wally Marks Leadership Institute for Change*: \_\_\_\_\_

<sup>11</sup> Adapted from: Woods Fund of Chicago's Chicago Capacity Building Initiative (CCBI); M. Casey Organizational Capacity Assessment Tool (Web Version)

## **I. INTERNAL OPERATIONS, ADMINISTRATION AND MANAGEMENT**

1. Board of Directors: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
<b>1.</b> Structure of organization is well-defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2.</b> Board members understand organizational structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3.</b> Board sets and advances the organization's vision and mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4.</b> Board members understand their fiduciary and governance responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5.</b> Regular, well-attended Board meetings are held.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6.</b> Leaders are integrated into the work of the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7.</b> Board members have buy-in to organizational decisions and/or issues campaigns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8.</b> Board sets strategic direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9.</b> Board reviews and evaluates ED.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>10.</b> Board reviews financial documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

2. Technology and equipment: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. IT is included in annual budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Adequate technology is available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Technology is used to its fullest potential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Staff is trained to use equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Creative and strategic uses of technology are explored and implemented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Organization has a database that is fully operational and that staff know how to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Website is up to date and fully operational.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Website is used for targeted outreach and communications purposes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

3. Staffing stability and support: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Staffing structure is appropriate for the size and activity of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Staff receives competitive compensation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Staff is trained, talented and self-directed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Regular staff evaluations support professional and organizational development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Health benefits are available to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Retirement benefits are available to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Staff turnover is low.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

4. Internal planning, policies and procedures: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Organization has a strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Internal policies, like Personnel policies, are in written form.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Internal policies meet state, federal and IRS regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written policies are known by staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Procedures are standardized, except in cases of deliberate experimentation to improve performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						



5. Evaluation and organizational learning (process of assessing/learning from the design, implementation, and improvement/outcomes of programs): *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Staff and Board see evaluation as integral to organization's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Staff and Board use data to make decisions and improvements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Staff and key leaders are able to lead evaluations of actions, events, and/or campaigns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Resources are allocated to document organization's work and capture the "story" of its impact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Evaluation processes are integrated into program activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

## II. FUNDRAISING AND FINANCIAL MANAGEMENT

6. Financial operations management: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Written and understood systems and controls govern financial operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Financial activities are tracked and reported.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Cash flow is monitored.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Key staff and leaders receive regular updates on the financial health of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Financial operations integrate budgeting, decision-making, and organizational goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Board Finance Committee discusses resource allocations, budget/balance sheet, and performance of staff in the financial arena.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Organization has access to loans or reserves to manage cash flow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

7. Fundraising plan: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Organization has a 3-5 year fundraising plan in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Fundraising plan includes diverse sources of funding such as foundations, individual donors and members, and earned income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Systems for annual long-term fundraising planning and evaluation are in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Fund development strategy is in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. All staff and many key leaders and community members are involved in fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. All staff and many key leaders and community members are provided with support and training to be effective fundraisers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Fund development strategy is integrated into organization's long-term budget projections.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Estimated gift potential is reviewed for prospects, donors, and activities (such as events)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Fundraising activities and results are tracked.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Up to date results from fundraising efforts are used to inform planning and implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

8. Grant writing: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Organization's grant writing needs are adequately covered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization's in-house grantwriters have opportunities for learning more about fund development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Organization produces strong proposals with realistic budgets and timelines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

9. Individual donor fundraising: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Organization conducts an annual donation drive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization has major donor program in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Organization is planning for an endowment or capital campaign.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Leaders, donors, and prospects are tracked in a data system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Regular communication takes place with donors and prospects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Organization has convenient payment mechanisms, including ability to accept online contributions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Leaders/constituents make financial contributions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Organization has secured some multi-year funding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Organization is membership-based, and most members pay dues on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>          						

10. Board Involvement and Participation in Fundraising: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Board members embrace fundraising as one of their core roles and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Realistic and appropriate Board fundraising goals and plans are in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Most Board members raise funds from others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Board members lead and execute fundraising activities w/ active participation from broader leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Most Board members contribute funds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>           						

### III. POLICY ADVOCACY AND COMMUNITY ORGANIZING SKILLS

11. Development of Community Leaders: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Staff, Board and key leaders have a shared understanding of the leadership development process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization systematically develops and trains leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Roles for leaders are clearly defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Leaders are given responsibilities and challenges appropriate to their skill levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Key leaders can operate as organizers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Key leaders can recruit new leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Leaders help develop campaign strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Leaders have a following.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Leaders are more motivated by collective interest than self-interest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Trained leaders can articulate a clear social/political analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Trained leaders can represent the organization without staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Outside power actors relate directly to leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Leaders are engaged in defining organizational priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Leaders can challenge staff on strategy, tactics, resource	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

allocation, organizational direction.						
<b>Comments:</b>						

12. Organizers (organizing staff expectations and mentoring): *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Organizing staff train others within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organizing staff train others in the greater community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Mentoring and developing of organizing staff skills is a priority at the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Organizing staff are also skilled at management and/or fundraising.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizing staff develop expertise in issue areas, legislation, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						



13. Power analysis and issue definition: For each organizational component, please  
✓the response that most closely reflects your organization most of the time –  
please ✓only one.

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Organization's leaders and staff identify an issue by taking a problem and specifying a realistic, attainable solution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization identifies an issue and a solution that will strengthen or expand its base membership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Leadership engages in in-depth analysis of its own power, level of influence over targets, and whether it has power to win.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Leadership engages in in-depth analysis of who has power to create desired change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organization leverages external allies' power to deliver change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

14. Policy Advocacy and Campaigns (organized effort to influence policy outcomes): *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Organization has a logical and clearly defined place in its structure for policy advocacy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Mobilization and direct action are tied to a broader campaign strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. At least one staff person's job description includes specific responsibilities for policy advocacy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Organization has dedicated staff person for policy research and advocacy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organization pursues multiple issues along flexible timelines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Organization has a clear plan to win concrete victories.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Organization engages in direct action on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Leaders recruit allied organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Organization has firm knowledge of process issues (legislative, regulatory, and implementation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Campaigns are supported by media (print, radio, TV) activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Campaigns can survive long interruptions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Organization engages in campaigns that alter the relations of power in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Organization's campaign goals lead to systemic or structural change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Leaders can see how win/loss will position the organization this and other issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

15. Mobilization/Turn-out: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Organization has ability to organize a base constituency (group of supporters) to respond to call for mobilization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization has turned out regular groups of leaders at their events who can mobilize others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Organization systematically tracks turn-out at events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Leaders are significantly responsible for turn-out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organization consistently meets its mobilization goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

## IV. EXTERNAL RELATIONS

16. External Relationships: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

<b>Organizational Component</b>	<b>Not present or is under consideration</b>	<b>Early stage of implementation</b>	<b>Implemented, but needs strengthening</b>	<b>Functioning Well</b>	<b>Advanced stage</b>	<b>N/A</b>
1. Organization has established working relationships with allies and neutrals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization has the ability to bring opponents into negotiations that have the potential to lead to ally relationships.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The organization's key allies include other CBOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The organization's key allies include social services organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The organization's key allies include labor unions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The organization's key allies include advocacy organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The organization's key allies include elected and other government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The organization's key allies include those in the business sector .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>						

17. Outreach and communications: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Organization has an outreach and communication strategy that includes an action plan and resource allocation (staff time, training, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Organization has outreach and communications materials that are current and appeal to a variety of stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Organization has a dedicated staff person for communications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Messages are clear and concise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leaders help in the creation of messages, and materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Outreach and communication materials are available in the primary languages spoken by stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Outreach and communication materials have an established “look”, with standards set for fonts, colors, logo placements, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Organization has established relationships with various media (print, radio, TV, on-line) to leverage its campaigns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Organization has the ability to secure earned media that is free of cost.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>          						

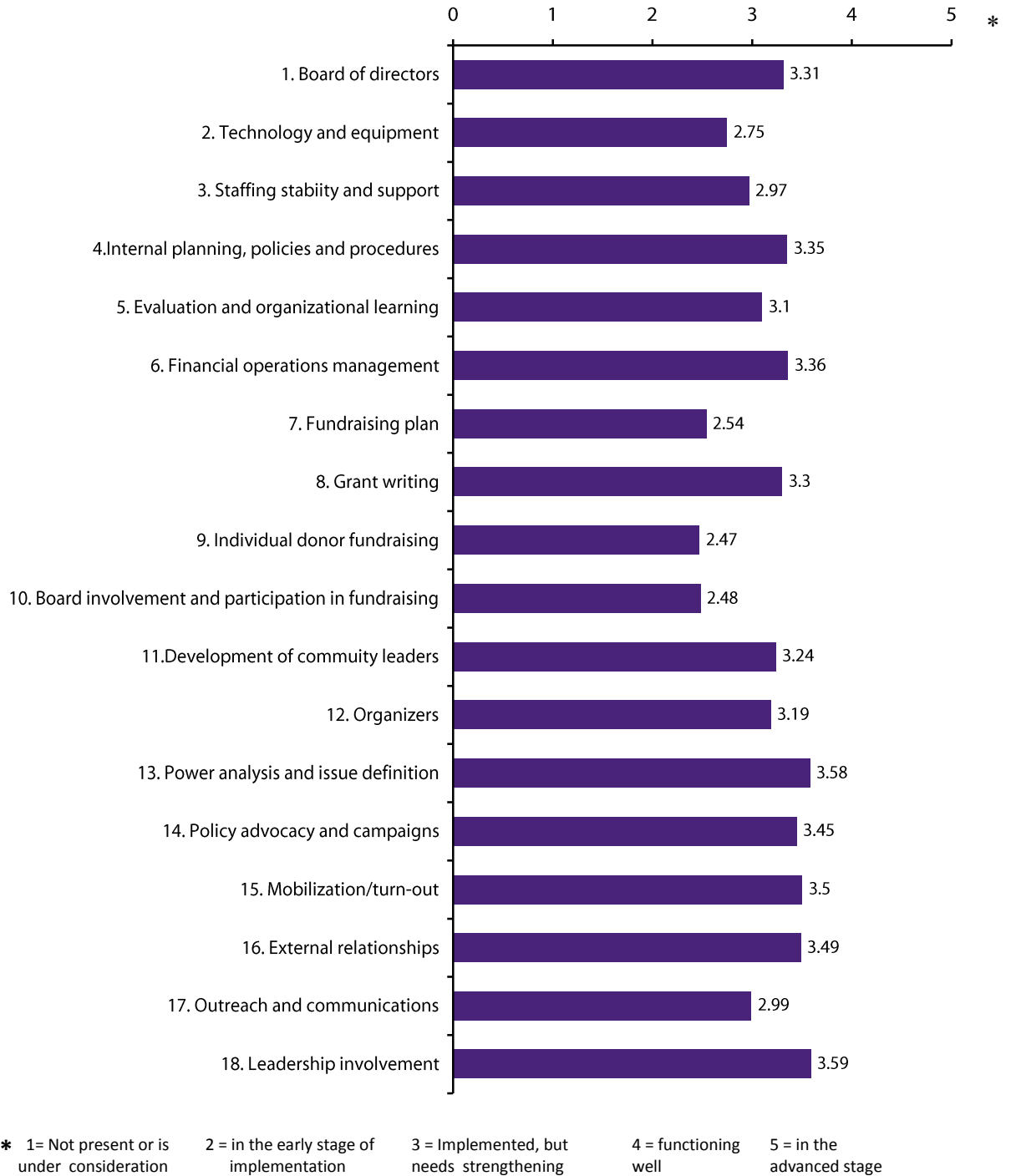
18. Leadership involvement: *For each organizational component, please ✓ the response that most closely reflects your organization most of the time – please ✓ only one.*

Organizational Component	Not present or is under consideration	Early stage of implementation	Implemented, but needs strengthening	Functioning Well	Advanced stage	N/A
1. Board members, staff, or leaders have established relationships with other organizations' leaders and staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Board members, staff, or leaders attend collaborative meetings regularly and report back to home organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Experienced leaders take on coalition leadership roles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>          						

*Thank you for your help with this assessment!*

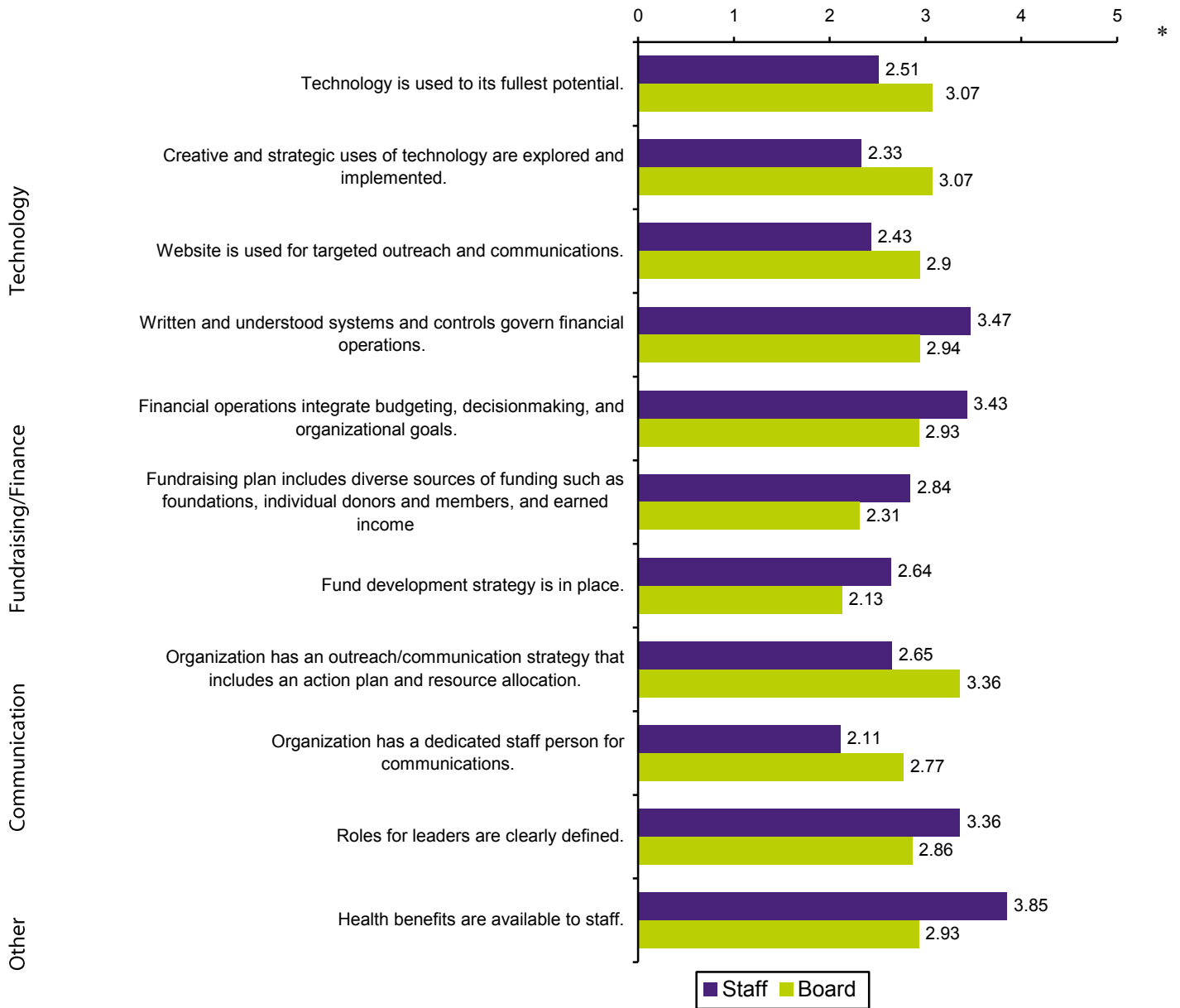
**APPENDIX C**  
**Liberty Hill Foundations'**  
**Wally Marks Leadership Institute for Change**  
**Organizational Assessments' Results**

**Figure 1. Average Responses by Capacity Area (n=58)**



**Liberty Hill Foundations'  
Wally Marks Leadership Institute for Change  
Organizational Assessments' Results**

**Figure 2. Biggest Discrepancies Between Staff and Board (n=58)**

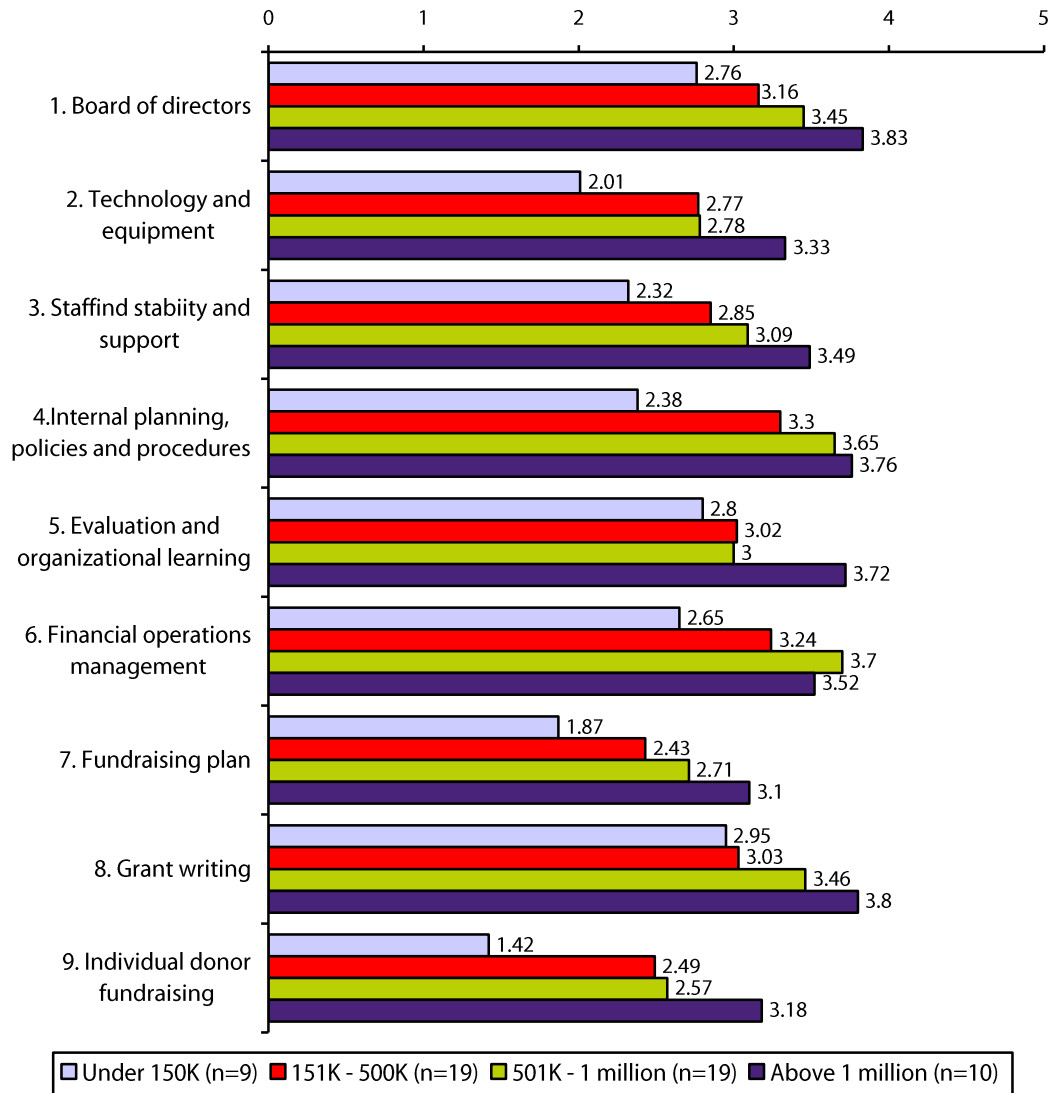


\* 1 = not present or is under consideration   
 2 = in early stage of implementation   
 3 = implemented, but needs strengthening   
 4 = functioning well   
 5 = in advanced stage



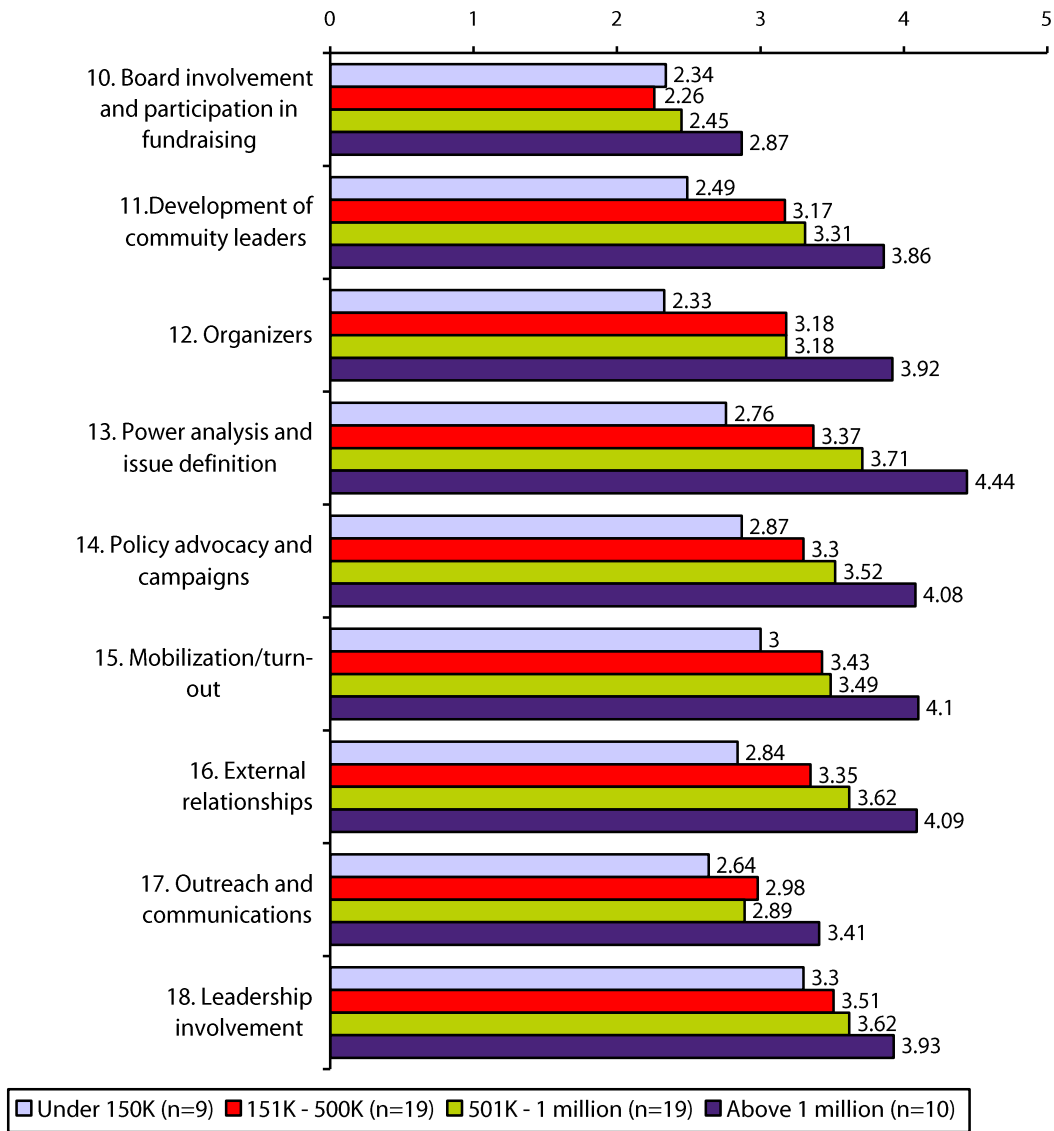
**Liberty Hill Foundations'  
Wally Marks Leadership Institute for Change  
Organizational Assessments' Results**

**Figure 3. Average Scores by Organization Budget Size (n=58)**



**Liberty Hill Foundations'  
Wally Marks Leadership Institute for Change  
Organizational Assessments' Results**

**Figure 4. Average Scores by Organization Budget Size (n=58)**



## APPENDIX D

### Results from Core Training Surveys

- + Satisfaction with board development track:** As indicated in Table 1 below, there was a high level of satisfaction with the various components of the board development track, with 87 to 100% of participants indicating they were “satisfied” or “very satisfied” with aspects of the board development track. The strongest satisfaction levels were associated with the quality of the materials covered and the knowledge of the Coach, with the lower satisfaction level related to the time investment made to attend the track (87% “satisfied” or “very satisfied”).

Table 1. Participants’ Satisfaction with Board Development Training Track			
How satisfied are you with ...	Dissatisfied	Satisfied	Very Satisfied
The content of the board development training track? (n=16)	6%	75%	19%
The format of the board development training track? (n=16)	6%	81%	13%
The time investment made to attend the training track? (n=15)	13%	67%	20%
The quality of the materials covered? (n=16)	--	81%	19%
The knowledge of the instructor(s)? (n=16)	6%	56%	38%
The knowledge of the coach? (n=15)	--	53%	47%
The overall training track? (n=16)	6%	69%	25%

- + Board development skills:** Table 2 below indicates that 95% of post-training survey respondents either “agreed” or “strongly agreed” that they had a stronger understanding of the board’s legal and fiduciary responsibilities. In addition, 90% of respondents either “agreed” or “strongly agreed” that they had a stronger understanding of the role of the board in policy development. The lowest level of agreement (80%) related to participants agreeing or strongly agreeing that they had stronger skills in presenting finance materials to their boards.

Table 2. Participants' Outcomes related to the Board Development Training Track			
Now that I have participated in this Board Development training track ...	Disagree	Agree	Strongly Agree
I have a stronger understanding of the board's legal and fiduciary responsibilities. (n=20)	5%	65%	30%
I have stronger skills in presenting finance materials to the board. (n=20)	20%	60%	20%
I have a stronger understanding of the role of the board in policy development. (n=20)	10%	70%	20%
I have stronger skills in developing a fundraising plan for board members. (n=20).	15%	65%	20%
I have a stronger understanding of ways that a board can be an asset to an organization. (n=20)	15%	50%	35%

- ✚ **Satisfaction with communications track:** As shown in Table 3 below, there was a high level of satisfaction with the various components of the communications track. A majority of participants (88 to 100%) indicated they were "satisfied" or "very satisfied" with aspects of the communications track. The strongest satisfaction levels were associated with the knowledge of the coach and the overall training track (100% "satisfied" or "very satisfied"), with the lower satisfaction level related to the format of the communications training track (88% "satisfied" or "very satisfied"). Post surveys collected at the last communications training also indicated that participants were pleased with having received communications tools through the Leadership Institute and with working closely with their coaches.

Table 3. Participants' Satisfaction with the Communications Training Track			
How satisfied are you with ...	Dissatisfied	Satisfied	Very Satisfied
The content of the communications training track? (n=18)	6%	66%	28%
The format of the communications training track? (n=17)	12%	53%	35%
The time investment made to attend the training track? (n=18)	6%	50%	44%
The quality of the materials covered? (n=18)	11%	67%	22%
The knowledge of the instructor(s)? (n=18)	6%	44%	50%
The knowledge of the coach? (n=17)	--	41%	59%
The overall training track? (n=18).	--	61%	39%

- + **Communications skills:** Table 4 shows that participants indicated that participation in the communications track had provided them with more insight into the media, how to control an interview, how to frame a message with a specific audience in mind, how to focus a short message, and how to use social and other media more effectively. Participants noted that the training expanded their communications strategies. The communications track provided “time and space to take a step back and look comprehensively at the organization’s communication needs, not on a day-to-day or event-by-event level.” Some grantees who indicated that typically they would “fall back” on one strategy became more “able to take a look at the bigger picture on strategic messaging.”

**Table 4. Participants’ Outcomes related to the Communications Training Track**

<b>Now that I have participated in this communications training track ...</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I have a stronger understanding of the various audiences for our organization’s messages. (n=18)	--	67%	33%
I have stronger skills in creating clear and concise messages for specific audiences. (n=18)	11%	83%	6%
I have stronger skills in public speaking, including responding to tough questions. (n=17)	6%	88%	6%
I have stronger skills in taking control of an interview to deliver my message(s). (n=16)	6%	81%	13%
I have a stronger understanding of online social networking as a communications strategy. (n=18)	--	78%	22%

- + **Satisfaction with community organizing track:** As indicated in Table 5 below, there was a very high level of satisfaction with the various components of the community organizing track, with 95 to 100% of participants indicating they were “satisfied” or “very satisfied” with the various aspects of the community organizing track. The strongest satisfaction levels were associated with the content of the community organizing track, the format of the community organizing track, the quality of the materials covered, the knowledge of the instructors and the overall training track (100% “satisfied” or “very satisfied”). The lower satisfaction level was related to the knowledge of the coach (95% “satisfied” or “very satisfied”).

Table 5. Participants' Satisfaction with the Community Organizing Training Track			
How satisfied are you with ...	Dissatisfied	Satisfied	Very Satisfied
The content of the community organizing training track? (n=24)	--	33%	67%
The format of the community organizing training track? (n=24)	--	42%	58%
The time commitment made to attend the training track? (n=24)	4%	54%	42%
The quality of the materials covered? (n=24)	--	46%	54%
The knowledge of the instructor(s)? (n=24)	--	17%	83%
The knowledge of the coach? (n=19)	5%	32%	63%
The overall training track? (n=23)	--	26%	74%

- + Community organizing skills:** As indicated in Table 6 below, all post-training survey respondents (100%) either “agreed” or “strongly agreed” that they had a stronger understanding of the models and theories for building a community base of support, that they had a stronger understanding of the models and theories of leadership development, and that they had a stronger understanding of leadership roles for members in campaigns and organizations. The lowest level of agreement (87%) related to participants’ agreement or strong agreement that they had stronger skills in leadership development.

Table 6. Participant Outcomes Related to the Community Organizing Training Track			
Now that I have participated in this community organizing training track ...	Disagree	Agree	Strongly Agree
I have a stronger understanding of the models and theories for building a community base of support. (n=24)	--	50%	50%
I have a stronger understanding of the models and theories of leadership development. (n=24)	--	46%	54%
I have stronger skills in outreach and recruitment (n=23)	4%	46%	50%
I have stronger skills in leadership development. (n=24)	13%	48%	39%
I have a stronger understanding of leadership roles for members in campaigns and organizations. (n=24)	--	37%	63%
I have stronger skills in designing an effective campaign strategy. (n=24)	8%	38%	54%

- + **Satisfaction with grassroots fundraising track:** As shown in Table 7 below, there was a very high level of satisfaction with the various components of the grassroots fundraising track. A majority of participants (94 to 100%) indicated they were “satisfied” or “very satisfied” with the various aspects of the grassroots fundraising track. The strongest satisfaction levels were associated with the content of the grassroots fundraising track, the format of the grassroots fundraising track, the time investment made to attend the training track, the quality of the materials covered, the knowledge of the instructor(s) and the overall training track (100% “satisfied” or “very satisfied”). The lower satisfaction level was related to the knowledge of the coach (94% “satisfied” or “very satisfied”).

<b>Table 7. Participants’ satisfaction with Grassroots Fundraising Training Track</b>			
<b>How satisfied are you with ...</b>	<b>Dissatisfied</b>	<b>Satisfied</b>	<b>Very Satisfied</b>
The content of the Grassroots Fundraising training track? (N=20).	--	15%	85%
The format of the Grassroots Fundraising training track? (N=20).	--	20%	80%
The time investment made to attend the training track? (N=20).	--	25%	75%
The quality of the materials covered? (N=19).	--	21%	79%
The knowledge of the instructor(s)? (N=20).	--	10%	90%
The knowledge of the Coach? (N=16).	6%	25%	69%
The overall training track? (N=20).	--	20%	80%

- + **Grassroots fundraising skills:** As shown in Table 8 below, all respondents (100%) either “agreed” or “strongly agreed” that they had a stronger understanding of ways to integrate fundraising and community organizing, that they had a stronger understanding of the role of the board in grassroots fundraising, that they had stronger skills in building fundraising teams within their organizations, and they had stronger skills in developing fundraising plans. The lowest level of agreement (95%) related to participants’ agreement or strong agreement that they had stronger skills in managing information about donors, and that they had a stronger understanding of how to choose appropriate fundraising activities for different situations.

<b>Table 8. Participant Outcomes Related to the Grassroots Fundraising Training Track</b>			
<b>Now that I have participated in this grassroots fundraising training track ...</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I have a stronger understanding of ways to integrate fundraising and community organizing. (n=20)	--	45%	55%
I have a stronger understanding of the role of the Board in grassroots fundraising. (n=20)	--	55%	45%
I have stronger skills in building a fundraising team within my organization. (n=20)	--	50%	50%
I have stronger skills in developing a fundraising plan. (n=20)	--	55%	45%
I have stronger skills in managing information about donors. (n=20)	5%	50%	45%
I have a stronger understanding of how to choose appropriate fundraising activities for different situations. (n=20)	5%	40%	55%